

County Buildings
Wellington Square
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Tel No: 01292 612436

4 March 2025

To: Councillors Cullen (Chair), Bell, Cochrane, Dixon, Lyons, Saxton, Scott and Weir

All other Elected Members for information only

Dear Councillor

SERVICE AND PARTNERSHIPS PERFORMANCE PANEL

You are requested to participate in the above Panel to be held on **Tuesday, 11 March 2025 at 10.00 a.m.** for the purpose of considering the undernoted business.

This meeting will be held in the County Hall, County Buildings, Ayr on a hybrid basis for Elected Members, will be live-streamed and available to view at <https://south-ayrshire.public-i.tv/>

Yours sincerely

CATRIONA CAVES
Chief Governance Officer

B U S I N E S S

1. Declarations of Interest.
2. Minutes of previous meeting of 14 January 2025 (copy herewith).
3. Action Log and Work Programme (copy herewith).
4. Joint Inspection of Adult Community Health and Care Services Update – Submit report by the Director of Health and Social Care (copy herewith).
5. Ayrshire Shared British Sign Language (BSL) Local Plan 2024-2030 – Operational Action Plan - Submit report by the Depute Chief Executive and Director of Education (copy herewith).
- 6./

6. Shaping Our Future Council – Submit report by the Director of Communities and Transformation (copy herewith).

For more information on any of the items on this agenda, please telephone Andrew Gibson, Committee Services on 01292 272360, Wellington Square, Ayr or
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www.south-ayrshire.gov.uk

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Agenda Item No 2**SERVICE AND PARTNERSHIPS PERFORMANCE PANEL**

Minutes of hybrid webcast meeting on
14 January 2025 at 10.00 a.m.

Present
in County
Buildings: Councillors Chris Cullen (Chair), Kenneth Bell and George Weir.

Present
Remotely: Councillors Ian Cochrane and Mark Dixon.

Apologies: Councillors Lee Lyons and Gavin Scott.

Attending
in County
Buildings: J. Bradley, Director of Communities and Transformation; K. Anderson, Assistant Director – Corporate Policy, Strategy and Performance; W. Carlaw, Service Lead – Democratic Governance; H. Murphy, Service Lead – Destination South Ayrshire; I. McMeekin, Area Commander – Scottish Fire and Rescue Service; S. Cameron, Station Commander – Scottish Fire and Rescue Service; S. Campbell, Group Commander - Scottish Fire and Rescue Service; K. Hancox, Committee Services Officer; and C. McCallum, Clerical Assistant.

Chair's Remarks.

The Chair

- (1) welcomed everyone to the meeting; and
- (2) outlined the procedures for conducting this meeting and advised that this meeting would be broadcast live.

1. Sederunt and Declarations of Interest.

The Chair called the Sederunt for the meeting and having called the roll, confirmed that that there were no declarations of interest by Members of the Panel in terms of Council Standing Order No. 17 and the Councillors' Code of Conduct.

2. Minutes of previous meeting.

The Minutes of 19 November 2024 ([issued](#)) were submitted and approved.

3. Action Log and Work Programme.

There was submitted an update of the Action Log and Work Programme ([issued](#)) for this Panel.

Following a request from a Member of the Panel that Panel briefings take place regarding Action Log updates, the Assistant Director – Corporate Policy, Strategy and Performance confirmed that would be arranged.

The Panel

Decided:

- (1) to agree the current position with regard to the Action Log; and
- (2) to otherwise note the current status of the Work Programme.

4. Local Performance Report: Scottish Fire and Rescue.

There was submitted a report ([issued](#)) of 23 December 2024 by the Depute Chief Executive and Director of Education providing Members with information about the mid-year performance (quarter two) of Scottish Fire and Rescue Service in South Ayrshire for 2024/25.

Following questions and comments from Members including:

- (1) an update on the FireSkills programme and if anyone had completed the qualification, the Area Commander – Scottish Fire and Rescue Service advised that there had been a number of people accredited the SCQF Level 4 qualification and anticipated four hundred people to gain this annually;
- (2) further information on the reporting style which detailed incidents per 10,000 population and suggested it may be beneficial to view other demographics such as population density and ages, the Area Commander – Scottish Fire and Rescue Service confirmed that wider demographics could be considered for local areas and the Station Commander – Scottish Fire and Rescue Service provided information on the Incident Recording System (IRS);
- (3) as the Human Factors percentage of 39% was responsible for Accidental Dwelling Fires, what did the rest of the percentage contain; and the Area Commander – Scottish Fire and Rescue Service advised that the biggest cause of Accidental Dwelling Fires in South Ayrshire were cooking related, and that further information could be provided which contained a wide range of factors if required;
- (4) clarification on what terminology included figures that may involve the elderly (previously falling under “confusion”), the Area Commander – Scottish Fire and Rescue Service advised that this had now come under “Distraction” and that

working with partners such as NHS and local authorities, the Fire Service was trained and had an awareness of what concerns to look out for involving elderly people which would lead to home safety checks;

- (5) concerns regarding the figure showing only 19% of homes recorded as “Broadly Compliant” from Home Fire Safety Visits; and the Area Commander – Scottish Fire and Rescue Service advised that the Fire Service was responsible for providing information in relation to safety and giving advice to local residents in home properties; and they had no statute of responsibility for enforcing the Fire Safety (Scotland) Regulations outwith Part 3 of the Fire (Scotland) Act which dealt with care homes, hotels etc;
- (6) that it would be beneficial to include more contextual information, including an executive summary within the report alongside the graphical information; and the Area Commander – Scottish Fire and Rescue Service advised that draft plans had been prepared which included further information and that this would be provided for Members consideration;
- (7) what the timescale had been for the Strategic Plan and the Local Fire Plan; and the Area Commander – Scottish Fire and Rescue Service advised that once the consultation process had been completed, the Strategic Plan would be examined in July which would consequently lead to the review of the Local Fire Plan;
- (8) regarding the Retained Duty System – Appliance Availability and why there had been a significant difference in the percentages for Troon – 1 and Troon – 2; and the Group Commander - Scottish Fire and Rescue advised that the main appliance at Troon had been well staffed and that the secondary appliance was specialist equipment which had faced staffing issues. It had also been noted by the Area Commander – Scottish Fire and Rescue that contracts and terms and conditions for the Fire Service had now changed to offer more flexibility to assist with employability;
- (9) the High Reach Appliance which had previously been moved from Ayr to Kilmarnock and if there had been a negative impact from this; and the Area Commander – Scottish Fire and Rescue Service advised that they had not seen a significant impact from this and provided further insight into investments for equipment and staff training. It was agreed that it would be arranged to show Members of the Panel the new vehicle investment at a later date;
- (10) further information regarding Deliberate Fire Setting figure and whether the trend had increased, decreased or if there had been spikes in certain ward areas; and the Area Commander – Scottish Fire and Rescue advised that an email response would be provided;
- (11) in relation to Deliberate Fire Setting – Secondary Fire Ratio by Activity Type and the high percentage (40%) for Refuse and what action had been taken for this; and the Area Commander – Scottish Fire and Rescue Service confirmed that the data received had been used to create action plans and that the Fire Service had good partnerships with the local authority and Police Scotland to assist with tackling the issues noted; and
- (12) if the public could self-refer for home safety inspections; and the Area Commander – Scottish Fire and Rescue Service advised that this could be

done although the response would be based on information provided whether they qualified for a home visit or to receive safety information.

Having scrutinised the performance report of Scottish Fire and Rescue Service in South Ayrshire, the Panel

Decided: to note the performance report of Scottish Fire and Rescue Service and to provide feedback to the Local Senior Officer.

5. The International Ayr Show – Festival of Flight 2024.

There was submitted a report ([issued](#)) of 23 December 2024 by the Director of Communities and Transformation providing Members with an update regarding the delivery of The International Ayr Show – Festival of Flight 2024.

Having heard a Member of the Panel enquire to the figure for the cost to deliver the Ayr Show shown under Proposals 4.2 as £1,185m, the Director of Communities and Transformation confirmed the figure should show £1.185m.

A Member of the Panel asked if other events in South Ayrshire had been negatively affected by the Ayr Show spend, the Director of Communities and Transformation advised that there had been no events cancelled as a result of the Ayr Show and that funding had not been taken from other events.

Having heard a Member of the Panel request further information in relation to the unbudgeted costs of £243,000 which had been covered by an over-recovery of payroll turnover within the Directorate, the Director of Communities and Transformation advised that these funds arose when a post had been vacated and the budget had not been used until the new post holder had been employed.

Following queries from Members in relation to the Economic Impact Assessment (EIA), it was confirmed that the full EIA for 2024 would be presented in 2025 and that Members would receive a briefing once it had been completed.

A Member of the Panel requested information on how it would be ensured that profits were realised and sustained, the Director of Communities and Transformation advised that, due to following the strict procurement process for contracts, the costs for the 2024 Ayr Show, for various reasons did not represent best value for the Council. However, for 2025 they were working closely with procurement to find the best options.

Having heard a Member of the Panel ask if there were plans to expand revenue streams and sponsors, the Director of Communities and Transformation advised that additional sponsors were continuously sought and increasing food and bar provision and VIP areas had been looked at to increase revenue streams. It had also been advised that the intention was that the Ayr Show to remain as a non-ticketed event.

A Member of the Panel requested information on the impact the Ayr Show had on hotel accommodation, and what areas were impacted, the Director of Communities and Transformation advised that accommodation had previously been known to be fully booked throughout South Ayrshire meaning that bookings had to be made outwith the immediate area expanding to areas such as Kilmarnock and Glasgow.

The Panel

Decided:

- (1) to note the progress made by officers in the delivery of The International Ayr Show – Festival of Flight 2024 (a detailed report was outlined in Appendix 1);
- (2) to note the Economic Impact Assessment Report for The International Ayr Show – Festival of Flight 2023 (a detailed report was outlined in Appendix 2); and
- (3) to note the income and expenditure report contained in Appendix 3.

The meeting ended at 11.20 a.m.

Draft

SERVICE AND PARTNERSHIPS PERFORMANCE PANEL – ACTION LOG

No.	Date of Meeting	Issue	Actions	Assigned to	Update	Completed
1.	14 January 2025	Local Performance Report: Scottish Fire and Rescue Service	To provide Members with further textual information to go with the graphical information provided in the report.	Area Commander – Scottish Fire and Rescue Service	A new reporting template has been developed, which includes sections for contextual information. A draft version of a revised South Ayrshire Report will be provided to this Panel when the Local Performance Report is next considered, for review and feedback.	Yes
2.	14 January 2025	Local Performance Report: Scottish Fire and Rescue Service	To arrange a showing of the new vehicle investments to Members.	Area Commander – Scottish Fire and Rescue Service	It is proposed to invite Panel members to Ayr Community Fire Station to view the new specialist vehicles. These include the new dedicated high-reach appliance, a wildland fire vehicle and a Rapid Response Unit equipped with an Ultra High-Pressure Lance. (This is being planned for the first two weeks in April).	No
3.	14 January 2025	Local Performance Report: Scottish Fire and Rescue Service	To provide an email response in relation to Deliberate Fire Setting and if there were trends/spikes in certain areas.	Area Commander – Scottish Fire and Rescue Service	A detailed analytical response is being developed and will be communicated to Panel Members by Friday, 14 March 2025.	No

SERVICE AND PARTNERSHIPS PERFORMANCE PANEL – WORK PROGRAMME

	Issue	Actions	Assigned To	Due Date To Panel	Latest update
1.	Ayrshire Shared British Sign Language (BSL) – Local Plan 2024-2030 - Operational Action Plan	Update	Depute Chief Executive and Director of Education	11 March 2025	Report to this Panel
2.	Joint Inspection of Adult Community Health and Care Services Update	6-monthly update	Director of Health and Social Care	11 March 2025	Report to this Panel
3.	Shaping Our Future Council	Update (including benefits)	Director of Communities and Transformation	11 March 2025	Report to this Panel
4.	2022-25 Council Workforce Plan Update	Interim report	Chief HR Officer	22 April 2025	Awaiting Report
5.	Active Travel Strategy Performance Report	Annual report	Director of Housing, Operations and Development	22 April 2025	Awaiting Report
6.	Business Relief Programme – 2024 Funding Proposals	Update	Director of Communities and Transformation	22 April 2025	Awaiting Report
7.	South Ayrshire Inward Investment Ambitions Plan	Progress update	Director of Communities and Transformation	22 April 2025	Awaiting Report

	Issue	Actions	Assigned To	Due Date To Panel	Latest update
8.	The Quay Zone Performance Report	Update Panel on the operation of The Quay Zone facility in Girvan	Director of Communities and Transformation	22 April 2025	Awaiting Report
9.	Community Wealth Building Programme	Scrutiny of annual progress report	Director of Communities and Transformation	20 May 2025	Awaiting Report
10.	Financial Inclusion Projects 2024/25 and 2025/26	Annual progress report	Director of Communities and Transformation	20 May 2025	Awaiting Report
11.	Fleet Strategy 2021-2026 Progress Report	Annual update	Director of Housing, Operations and Development	20 May 2025	Awaiting Report
12.	Waste Strategy 2021-2031 Progress Report	Annual update	Director of Housing, Operations and Development	20 May 2025	Awaiting Report
13.	Ayrshire Roads Alliance Service Plan 2025/26 and Performance Report 2024/25	Present the ARA Service Plan and performance report (prior to submission to Cabinet)	Director of Housing, Operations and Development	10 June 2025	Awaiting Report
14.	Complaints – Scrutiny Update – Period: 1 October 2024 to 31 March 2025	Provide stats for scrutiny (6-monthly report) to include information from SPSO annual statistics report	Chief Governance Officer	10 June 2025	Awaiting Report

	Issue	Actions	Assigned To	Due Date To Panel	Latest update
15.	Council Plan (2023-2028): Second Year: Quarter Four Update (2024/25)	Scrutiny	Depute Chief Executive and Director of Education	10 June 2025	Awaiting Report
16.	Local Government Benchmarking Framework 2023/24	Advise Members re difference benchmarking is making within South Ayrshire	Depute Chief Executive and Director of Education	10 June 2025	Awaiting Report
17.	Local Performance Report: Scottish Fire and Rescue	Provide information about performance of the Scottish Fire and Rescue Service in South Ayrshire	Depute Chief Executive and Director of Education	10 June 2025	Awaiting Report
18.	Participatory Budgeting Activity 2024/2025 – April 2024 to March 2025	Update report as part of regular community engagement reporting	Depute Chief Executive and Director of Education	10 June 2025	Awaiting Report
19.	Review of Local Fire Plan for South Ayrshire: Scottish Fire and Rescue Service	Advising Members of consultation process in relation to draft plan	Depute Chief Executive and Director of Education	10 June 2025	Awaiting Report
20.	Shared UK Prosperity Funding (UKSPF) Year 3	Year 3 progress report	Director of Communities and Transformation	10 June 2025	Awaiting Report

South Ayrshire Council

**Report by Director of Health and Social Care Partnership
to Service and Partnerships Performance Panel
of 11 March 2025**

Subject: Joint Inspection of Adult Community Health and Care Services Update

1. Purpose

1.1 The purpose of this report is to provide an update on progress made against the recommendations made in the Joint Inspection of Adult Services report published in 2023.

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 notes the sector leading work completed and that all actions are now complete against the recommendations; and

2.1.2 agrees the closure of the improvement action plan.

3. Background

3.1 The joint inspection of Adult Health and Care Services (involving the Care Inspectorate and Health Improvement Scotland) was carried out during September 2022 through to January 2023 during one of the most challenging periods that the South Ayrshire HSCP has experienced.

3.2 The inspection aimed to address the following question: 'How effectively is the partnership working together, strategically and operationally, to deliver seamless services that achieve good health and wellbeing outcomes for adults?'

3.3 The inspection focussed on 5 key areas:

- Key performance outcomes;
- Experiences of people and carers;
- Delivery of key processes;
- Strategic planning, policy, quality and improvement; and
- Leadership and direction.

- 3.4 A range of methods were used to assess our performance against these five indicators. They included a position statement with key supporting evidence prepared by the leadership team; staff surveys; focus groups and individual interviews involving service users, carers, staff, leaders, 3rd and private sector representatives; reading of health and care files, team around the person interviews and attendance at key meetings.
- 3.5 The process was inclusive, with effective joint working between the HSCP and the inspection team, with both teams taking a pragmatic approach that took account of conflicting demands and ensured a focus on improvement.
- 3.6 The report was published on 30 March 2023.

4. Proposals

Report Overview

- 4.1 The report was positive with a solid ‘Good’ achieved across all five key areas and verbal feedback indicating that we were bordering on ‘Very Good’ across three of the five indicators (Table 1).

Table 1: Evaluation of Key Areas

Key Area	Evaluation
1 Key performance outcomes	Good
2 Experiences of people and carers	Good
5 Delivery of key processes	Good
6 Strategic planning, policy, quality and improvement	Good
9 Leadership and direction	Good

- 4.2 The outcome of the inspection is currently the best in Scotland (Table 2.)

Table 2: Joint Inspection For Adult Services Across Scotland

	JOINT INSPECTION FOR ADULT SERVICES (Gradings from most recent Inspection)				
	1. Key Performance Outcomes	2. Experience of people who use our services	5. Delivery of Key Processes	6. Strategic planning, policy, quality and improvement	9. Leadership and direction
Clackmannanshire and Stirling	Good	N/A	N/A	Adequate	<i>Not subject to evaluation</i>
Dumfries and Galloway	Adequate	Adequate	Adequate	Adequate	Adequate
Falkirk	Good	Good	Adequate	Adequate	Adequate
Fife	Good	Good	Adequate	Good	Good
Renfrewshire	Good	N/A	N/A	Good	<i>Not subject to evaluation</i>
South Ayrshire	Good	Good	Good	Good	Good
South Lanarkshire	Adequate	Adequate	Good	Adequate	Adequate
West Lothian	Good	N/A	N/A	Adequate	Adequate
	N/A =Not Assessed				

Key Strengths

4.3 The report summarised the following key strengths:

- Most people in South Ayrshire experienced positive outcomes from the delivery of health and care services. Generally, people had a positive experience of health and social care. This was especially the case when it came to engagement with staff.
- Services worked well together. This was true where there were formal integrated teams as well as teams that were not formally integrated. There were particular strengths in the approaches to early intervention and prevention. This activity was captured in robust strategic planning that set out to achieve clear and relevant goals.
- We witnessed, and staff spoke of a genuine commitment of leadership for change and improvement in South Ayrshire. There were good, trusting relationships at a senior level and there was clarity of purpose for individual leaders and senior managers.
- The report also highlights two areas of work as exemplars:
 - The 'Ahead of the Curve' work to provide proactive prevention and early intervention advice and signposting to those scoring as mildly and moderately frail.
 - The 'Driving Change Group' that oversees and coordinates strategic, multi-professional improvement activities that are aligned to Service Level Plans and The IJB Strategic Plan.

Areas for Improvement

4.4 Inspectors identified six key areas for improvement (one for each Key Area). These are summarised in the table below with an update on progress:

Key Area	Recommendation for Improvement	Progress
Key performance outcomes	The partnership should continue to improve the capture of qualitative data as a performance measure.	Complete (Ongoing): Workshop to develop performance dashboard Sept 23, Aging Well, Learning Disability League of Champions and Mental Health Champions Boards are all active. Care Opinion fully rolled out to all areas within Adult Services with reports going to Health and Care Governance and IJB. Engagement within localities using the 3 people, 3 questions approach has provided further qualitative data and will replace the proposed 'survey'. A new format performance report that includes qualitative data has been developed following an IJB workshop and has been presented to Performance and Audit Committee.

Key Area	Recommendation for Improvement	Progress
		<p>Work has been shared at International Federation for Integrated Care (IFIC) Conference October 2024, will be presented at the IFIC conference in May 2025 and has been requested as a key note speech for a conference in Australia September 2025.</p>
<p>Experience of people and carers</p>	<p>The partnership should better capture the impact of its early intervention and prevention activity on people's experiences.</p>	<p>Complete (Ongoing): Working with independent partner Rocket Science and Royal College of Occupational Therapy the 'Ahead of the Curve' work has been published demonstrating the impact of our early intervention approach.</p> <p>A number of National Workshops have been delivered to share the work through the HIS, Focus on Frailty Collaborative and NHS Scotland Event.</p> <p>Work has been shared at International Federation for Integrated Care (IFIC) Conference October 2024, will be presented at the IFIC conference in May 2025 and has been requested as a key note speech for a conference in Australia September 2025.</p> <p>An evaluation of Invigor8 and Health and Active Rehabilitation Programme (HARP) for 2022/23 has been published.</p> <p>Review of work within Learning Disabilities and Mental Health underway. Working with University of West of Scotland and Stirling University to ensure independent evaluation of aging well work.</p>
<p>Delivery of key processes</p>	<p>The partnership should continue to focus on increasing the amount of anticipatory care plans to ensure every person has access to one.</p>	<p>Complete: Everyone living in a care home and those at high risk due to having a respiratory condition now have a future care plan in place and a recent audit of these evaluated their quality of as good.</p> <p>Complete (Ongoing): Self-directed support lead appointed who has:</p> <ul style="list-style-type: none"> • Updated Webpage • Ensured 450 staff completed SDS Introductory training module.

Key Area	Recommendation for Improvement	Progress
	The partnership should continue their monitoring and improvement of self-directed support processes.	<ul style="list-style-type: none"> • Introduced Quality assurance for option 2 providers. • Streamlined sign off procedures to ensure option 1 and 2 are as easy to progress as option 3. • Refreshed SDS Policy. • Contributed to National SDS networks to share improvement work such as development of practitioner toolkits and sharing of good practice. • Established Pan Ayrshire SDS support network to share good practice and progress work including Ayrshire Independent Living Network contract renewal and support for the Community Brokerage Network.
Strategic planning, policy, quality and improvement	The partnership should be responsive to provider feedback, fully reinstating provider forums.	Complete (Ongoing): In person provider forums re-established December 2022.
Leadership and direction	The partnership should improve processes for gathering qualitative data, ensuring it is readily available for leaders and senior managers to further inform their decision-making.	Compete (Ongoing): As indicated in improvement area 1.

Summary and Outstanding Risks

4.5 The Joint Inspection Report was positive and highlighted a large number of strengths. The report concluded that:

- Most people in South Ayrshire experience positive outcomes
- Services work well together with particular strengths around prevention and early intervention.
- Leaders exhibited clarity of purpose and a genuine commitment to deliver improvement.

4.6 The completion of the six areas for improvement identified have enabled Adult Services to build on solid foundations and move from 'good to great'. Over the last twelve months there has been significant national and international interest in our engagement and prevention/early intervention work with a number of requests for our work to be presented at conferences and workshops. We will continue to build on and share our sector leading work.

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 There are no risks associated with rejecting the recommendations.

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 contribute to the priority of Civic Community and Pride and Our Aging Population of the Council Plan.

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 Hugh Hunter, Portfolio Holder for Health and Social Care, and the contents of this report reflect any feedback provided.

Background Papers **Report to Service and Partnerships Performance Panel of 21 November 2023 - [Joint Inspection of Adult Community Health and Care Services Update](#)**

Person to Contact **Billy McClean, Head of Community Health and Care Services
Elgin House, Ailsa Hospital
Phone 01292 612465
Email Billy.mcclean@aapct.scot.nhs.uk**

Date: 3 March 2025

South Ayrshire Council

**Report by Depute Chief Executive and Director of Education
to Service and Partnerships Performance Panel
of 11 March 2025**

Subject: Ayrshire Shared British Sign Language (BSL) Local Plan 2024-2030 – Operational Action Plan

1. Purpose

- 1.1 The purpose of this report is to provide details on the co-produced operational action plan which has been developed by the Ayrshire Equality Partnership to support the Ayrshire Shared BSL Local Plan 2024-2030.

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 notes the BSL Plan (2018-2024) Final Report (Appendix 1); and

2.1.2 notes the co-produced operational action plan to support the Ayrshire BSL Local Plan 2024-2030 (Appendix 2).

3. Background

- 3.1 The Scottish Government wants to make Scotland the best place in the world for BSL users* to live, work and visit. This means that people whose first or preferred language is BSL will be fully involved in daily and public life in Scotland, as active, healthy citizens, and will be able to make informed choices about every aspect of their lives.

** Wherever we refer to 'BSL users*' we mean D/deaf and/or Deafblind people (those who receive the language in a tactile form due to sight loss) whose first or preferred language is British Sign Language.*

- 3.2 The BSL (Scotland) Act 2015 requires public bodies in Scotland to publish plans every six years, showing how they will promote, and facilitate the promotion of the use and understanding BSL in Scotland. These plans will take account of local circumstances and consider how best to respond to BSL users' needs within local communities, organisations or services.

- 3.3 As highlighted to Cabinet on 23 April 2024, the first Ayrshire Shared BSL Plan (2018-2024) was [approved](#) by Leadership Panel on 18 September 2018. A shared plan was agreed to ensure consistency across Ayrshire. Appendix 1 provides a detailed final report to close off the first Ayrshire Shared BSL Plan.

3.4 It was agreed to continue to collaborate on a pan-Ayrshire basis and the new Ayrshire Shared BSL Local Plan 2024-2030 was [approved](#) by Cabinet on the 23rd April 2024 where it was agreed that the supporting operational action plan was to be submitted to Service and Partnerships Performance Panel for information and future updates (this will be on an annual basis).

4. Proposals

4.1 It is proposed that Panel:

4.1.1 notes the BSL Plan (2018-2024) Final Report (Appendix 1); and

4.1.2 notes the new BSL Plan 2024-2030 Operational Action Plan (Appendix 2) which has been developed in partnership with Ayrshire College; East, North and South Ayrshire Councils; East, North and South Ayrshire Health and Social Care Partnerships and NHS Ayrshire & Arran.

4.2 The Ayrshire Shared BSL Plan and supporting operational plan is reflective of the priorities contained within the Scottish Government's [National BSL Plan 2023-2029](#), which was published on 6 November 2023.

5. Legal and Procurement Implications

5.1 The recommendations in this report are consistent with legal requirements BSL (Scotland) Act 2015.

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 The risks associated with rejecting the recommendations are a failure to meet the statutory obligations BSL (Scotland) Act 2015.

9. Equalities

9.1 An Equalities Impact Assessment (EQIA), (including the Fairer Scotland Duty in respect of any Strategic decision), had been previously carried out (May 2024) on the Ayrshire Shared British Sign Language (BSL) Local Plan 2024-2030. This is still relevant and is attached as Appendix 3.

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 public consultation as part of the development process as set out in the extract below section 4 of the Ayrshire Shared BSL Local Plan 2024-2030:

'From the outset, representatives from the various partner organisations have taken steps to directly involve BSL users from across Ayrshire in the development of this plan. We have engaged with representatives from the Ayrshire Society for the Deaf, BSL students from Ayrshire College, the Ayrshire Deaf Education Service and representatives from Elderbank Primary School, Grange Academy and Greenwood Academy. Key themes were identified that we have reflected in this plan's aims. This engagement with the BSL community was undertaken with appropriate BSL language interpreters to ensure clear two-way dialogue to assist us in capturing their views in a culturally and linguistically appropriate way.'

- 13.2 Consultation has taken place with Councillor Hugh Hunter, Portfolio Holder for Health and Social Care, and the contents of this report reflect any feedback provided.

Background Papers [Ayrshire Shared British Sign Language \(BSL\) Local Plan 2018 - 2024](#)

Report to Cabinet of 23 April 2024 – [2Ayrshire Shared British Sign Language \(BSL\) Local Plan 2024-30](#)

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Date: 3 March 2025

Ayrshire Shared British Sign Language (BSL) Local Plan 2018-2024

Final Report

Executive Summary

The British Sign Language (BSL) (Scotland) Act 2015 requires public bodies in Scotland to publish plans every six years that show how they will promote and support BSL*. In 2018, public sector partners across Ayrshire including Ayrshire College, East, North and South Ayrshire Councils, East, North and South Ayrshire Health and Social Care Partnerships and NHS Ayrshire and Arran, developed and published a shared BSL Local Plan. The Ayrshire Shared BSL Local Plan sets our collective intentions in how we planned to improve communication and access to services for BSL users who work, learn, and live in Ayrshire. The BSL Local Plan sets out ten long-term goals for BSL in Ayrshire and described the actions that would be taken between 2018 and 2024 to progress towards these goals. This report outlines the progress on the actions over the last three years, since our mid-term report of 2021.

Actions were set out within the ten long-term goals across the following areas:

- Scottish Public Services
- Family Support, Early Learning and Childcare
- School Education
- Post-School Education
- Training, Work and Social Security
- Health, Mental Health and Wellbeing
- Transport
- Culture and the Arts
- Justice
- Democracy

* Wherever we refer to 'BSL users' we mean D/deaf and/or Deafblind people (those who receive the language in a tactile form due to sight loss) whose first or preferred language is British Sign Language.

Scottish Public Services

We share the long-term goal for all Scottish public services set out in the BSL National Plan, which is:

“Across the Scottish public sector, information and services will be accessible to BSL users.”

What We Said

We will provide Deaf awareness training for staff, particularly frontline employees.

What We Did

Partners continue to promote BSL Awareness and training to employees. In North Ayrshire, 20 employees attended BSL and Deaf Awareness sessions delivered by the Sensory Impairment team and 267 employees engaged in the online BSL and Tactile BSL course. Two employees within the Sensory Impairment Team completed a British Sign Language Level 1 qualification at Ayr College and are in the process of seeking a Level 2 course in 2025.

The BSL awareness sessions evaluated positively, with attendees from across the council, working in Communities, Health and Social Care Partnership, Democratic Services and Education; a selection of participant comments are highlighted below.

“This has given me an awareness of the different supports that the Sensory Impairment team can provide, it also was a brilliant networking opportunity, and I felt comfortable trying out the BSL alphabet in front of the group, so helped with my confidence as many first-timers there too. I will definitely be learning at home now as want to develop my skills further.”

“I learned how to spell using BSL, and I gained an awareness of things around BSL and hearing impairments that I otherwise wouldn't have known”.

“I feel better equipped to provide services to people with a hearing impairment”.

We will continue to run awareness and training opportunities as we move into 2025, with regular awareness sessions being planned throughout the year. In addition, we will be exploring bespoke sessions with frontline services to help them understand basic communication phrases that they can use with BSL clients.

South Ayrshire had one member of staff from their Communities Team attend a British Sign Language Introductory course at Ayr College and one member of the Communities Team attend Level One. On completion of the introductory course the member of staff has signed up to complete Level One BSL. As we move into 2025, South Ayrshire Council will have 10 members of staff from their Employability and Skills team commence the Level One qualification.

Similar to North Ayrshire, South Ayrshire Council will continue to promote training opportunities council wide. They will continue to promote our BSL Awareness training on our internal training site.

What We Said

We will jointly promote ContactScotland-BSL service to staff and service users.

What We Did

The [ContactScotland-BSL](#) service continues to be promoted by partners through various channels, including at awareness and engagement sessions and through partner websites. As part of their role, employees within the North Ayrshire Sensory Impairment Team promote ContactScotland-BSL when meeting with BSL service users.

ContactScotland-BSL is a free national BSL Video Interpreting Relay Service. This allows BSL users with a smart device to call ContactScotland using video to relay a request in BSL to the interpreter. The interpreter can then call any service provider the BSL client wishes to. This service can be used to set up appointments or ask questions, it can even be used to order fast food or book tickets at various venues and is open 24 hours a day, 7 days a week. It should be noted that it cannot be used for actual appointments or interviews.

The partners will continue to raise awareness and facilitate briefing sessions as required as we move into 2025 and beyond.



What We Said

We will develop a specific BSL page on our public websites with information in BSL, or signposting to relevant information that is available in BSL.

What We Did

Each partner has developed a specific BSL landing page on their external websites. These pages contain a range of information, including BSL plans, contact information, and sources of support, such as the British Deaf Association (Scotland), ContactScotland BSL and the Ayrshire Deaf Education Service. The partners are continuing to work with the BSL community on the content of the BSL pages to update and continually improve what is available – [North Ayrshire Council BSL](#)

What We Said

We will explore the use of technology to help meet communication support requirements

What We Did

Within North Ayrshire additional smartphones have been purchased for the Sensory Impairment Team to help strengthen their engagement and support for the local BSL community. This resource has enhanced communication by enabling Deaf service users to video call the Sensory Impairment duty service using BSL, or text in requests for assistance. This was particularly beneficial to BSL service users during the Covid pandemic and the additional phones help to further enhance this provision.

Within the Sensory Team in South Ayrshire, we continue to explore the use of technology to help meet communication support requirements. All members of the team have work smartphones to help strengthen engagement and support the local BSL community. In addition, we have a team mobile where members of the BSL community can text in requests for support.

What We Said

We will establish a diverse Ayrshire-wide user network to enhance the implementation of the Ayrshire BSL Local Plan.

What We Did

Engagement with the BSL community has continued throughout the life of the plan with key BSL community-based groups including the Ayrshire Society for the Deaf, the Ayrshire Deaf club and students from Ayrshire College. A new implementation group with key BSL representatives from the various groups is being formed as we move into the implementation phase of our BSL Plan 2024 – 2030.

What We Said

We will raise awareness of translation and interpretation procedures to ensure employees can readily access the appropriate communication for service users.

What We Did

Access to BSL interpretation and translation services is available on internal organisational intranets. Partners previously explored the possibility of a joint tender process for translation and interpretation services but due to the complexity of various internal procedures, ultimately this was not viable. Each individual organisation has its own procurement process in place for BSL Interpretation and Sign Language services.

Family Support, Early Learning and Childcare

We share the long-term goal for family support, early learning and childcare set out in the BSL National Plan, which is:

“The Getting it Right for Every Child (GIRFEC) approach will be fully embedded, with a Deaf or Deafblind child and their family offered the right information and support at the right time to engage with BSL.”

What We Said

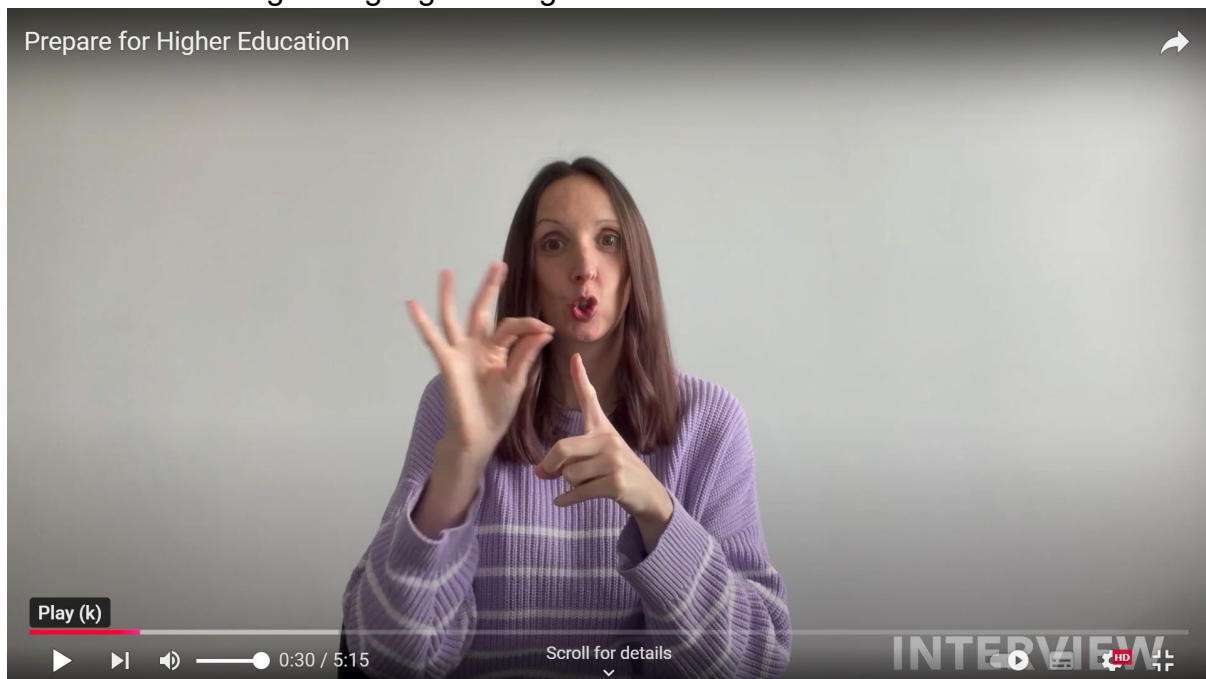
We will ensure that parents and family members have access to funded BSL courses.

What We Did

The Ayrshire Deaf Education Service provides free BSL 1:1 tuition to parents of Deaf children (home visits or sessions at nursery or at school).

The service manager of the [Ayrshire Deaf Education Service](#) and the BSL assistant, (who is a Deaf BSL user) set up a service YouTube channel. This channel provides BSL learning videos on a range of topics. Including the BSL alphabet, common key phrases and greetings, colours, weather, nursery rhymes and songs to name a few. Videos are added on a regular basis and families contact the service with requests for new content.

BSL Assistant – Sign Language for Higher Education screenshot



What We Said

We will establish an Ayrshire-wide Network for Deaf children and young people.

What We Did

The service manager of the Ayrshire Deaf Education Service, along with the BSL assistant, sits on the Hearing Impairment Network for Children and Young People network (HINCYP)*. The HINCYP is a national network that is funded by the Scottish Government to support children with severe and profound deafness. The Service Manager and BSL assistant officer created a video to introduce the HINCYP website to local people across Ayrshire – [BSL HINCYP Introduction video](#) which has had 175 views since its release. The Ayrshire Deaf Education Service support children with all levels of deafness, including mild, moderate, severe and profound.

Although there is potential scope to create an Ayrshire group, the service manager provides updates on the work going on in Ayrshire and is kept up to date with current developments in NHS Audiology. In addition, the manager acts as a voice for the Deaf children and young people from an education perspective.

*The Hearing Impairment Network for Children and Young People (HINCYP) was established in 2019, and its purpose is to support services and families to achieve the best possible outcomes for children and young people in Scotland with bilateral severe or profound hearing loss through better access to high quality specialist care and support. It is hoped that children and young people with all levels of deafness will benefit from the establishment of this network.

What We Said

We will ensure that information on language options is available to children and their families from the point of diagnosis

What We Did

All families of newly diagnosed deaf babies are offered information about BSL and the benefits of BSL are promoted to the main caregivers. Families are supported by peripatetic Teachers of the Deaf (ToDs), who continue to share all communication options and offer BSL tuition from a native BSL user. This starts for families who wish this support at the point of diagnosis and as the child develops.

School Education

We share the long-term goal for school education set out in the BSL National Plan, which is:

“Children and young people who use BSL will get the support they need at all stages of their learning, so that they can reach their full potential; parents who use BSL will have the same opportunities as other parents to be fully involved in their child’s education; and more pupils will be able to learn BSL at school.”

What We Said

We will ensure that parents and carers have access to information in an appropriate format.

What We Did

School teams provide support for Deaf Children who have Deaf parents. Employees who can sign in BSL interact and can sign to parents, however for formal meetings, interpreters are provided as required.

What We Said

We will ensure that interpreter support is available to enable children, young people, parents, and carers to participate in wider school activities such as Parent Council meetings, school trips, Team Around the Child (TAC), Case Conferences, Children’s Hearings and so on.

What We Did

As of November 2024, the Ayrshire Deaf Education Service supports approximately, 220 deaf pupils. For the Team Around the Child meetings and other events and activities, contact details for interpreters are provided to individual schools to be used as required.

What We Said

We will ensure that interpreter support is available for young people to access work placements, local careers and Further Education events.

What We Did

In the last decade, only a handful of Deaf pupils from Grange Academy have required the services of an interpreter to access work placements, local careers and further education events. Teachers of the Deaf have also supported Deaf pupils at events such as these for confidence and moral support. The school will continue to ensure that interpreter support is available to any Deaf pupils who require this service.

Due to challenges in booking official interpreters, the Teachers of the Deaf at Greenwood Academy often provide BSL interpretation for pupils at parents nights, school shows, and college interviews etc. External interpreters are used when available.

What We Said

We will further promote BSL for 1 + 2 languages within the school curriculum from early years.

What We Did

As part of the National Progression Award (NPA) in Health and Social Care curriculum, BSL Awareness is taught annually to the senior secondary school pupils within North Ayrshire who are enrolled on this course. The pupils are provided with a 90 minute session, covering the basics of BSL as part of the communication element of the course. The numbers attending varies each year, averaging between 10 – 15 pupils.

The Ayrshire Deaf Education Service have a Teacher of the Deaf and a BSL assistant who have worked with South Ayrshire Council 1+2 coordinator to develop a BSL pack which can be shared with North and East Ayrshire Councils. Ayrshire Deaf Education Service has provided BSL taster (twilight) sessions for early years staff and primary staff to demonstrate how BSL can be brought into the curriculum. They have also worked in two East Ayrshire schools to promote BSL as 1+2 option. This work will be on-going through each academic year.

What We Said

We will develop a partnership approach between education and Child and Adolescent Mental Health Services (CAMHS) to better support deaf children and young people.

What We Did

To date, Grange Academy in Kilmarnock have had two Deaf pupils access CAMHS where support was given in partnership between the school and the service; This supported the provision of key background information to the service as required by CAMHS and support through transporting pupils to their appointments when parents were unavailable to do so. These pupils were not BSL users, but this does act as a model should the need for any of our Deaf pupils to access CAMHS with interpreter support in the future. Greenwood Academy has not yet needed to engage with CAMHS services using BSL and both schools recognise that having a specialist CAMHS deaf service would be beneficial and something that could be explored.

What We Said

We will work in collaboration with deaf young people to explore the possibility of establishing an Ayrshire youth club.

What We Did

A Deaf Youth Club was set up prior to Covid and is run by a number of volunteers at the Ayrshire Deaf Club (Scottish Charitable Incorporated Organisation) in Crosshouse. The group meets every two weeks, with 20 children attending on average, with age ranges from three to 17 years. There is also a separate room where parents and carers can sit and chat.

The Club provides a range of activities for our young people and the activities always available include Xbox, colouring, dance games and pool, with food being provided half-way through the night. There are also seasonal activities, such as a recent fireworks display, Pudsey night and a trip to the Panto. The children attending enjoy participating in the club as it provides a structured activity out with school for deaf children to get together.

Post School Education

We share the long-term goal for post school education set out in the BSL National Plan, which is:

“BSL users will be able to maximise their potential at school, will be supported to transition to post-school education if they wish to do so and will receive the support they need to do well in their chosen subject(s).”

What We Said

We will develop links with appropriate partners to ensure that young people are tracked in relation to post-school destinations.

What We Did

Annual Deaf awareness training is provided by the Ayrshire Deaf Education Service to Ayrshire College and Bachelor of Education 4th Year Students at the University of the West of Scotland (UWS). The service works closely with the British Deaf Association (BDA) and transports pupils to transition events in Glasgow.

The college is involved in the Further Education and Higher Education Sector BSL Group where discussion around BSL plans and sharing good practice takes place.

The college has continued to develop good links and articulation agreements with UWS, Glasgow Caledonian and other universities across Scotland, which helps to support students progressing from college to university.

The college tracks the number of students in post-college positive destinations through the college Leaver Destinations Survey. The information is collated by the Scottish Funding Council and shared with the sector.

The College works closely with Skills Development Scotland, schools and other partners across the three local authorities to support students to progress to and from college.

We are involved in the Sensory Impairment Operational group for Ayrshire where we share practice and guidance with key contacts from health and social care partnerships, NHS and teachers for the D/deaf.

What We Said

We will ensure college involvement with school transition meetings where appropriate.

What We Did

Ayrshire College continues to work collaboratively with schools and key contacts in the local authorities to ensure that student needs assessments and transition plans are agreed as early as possible. College staff attend transition meetings as required.

This allows the College to plan for support required, whether it be a Communication Support Worker or ensuring appropriate assistive technology is in place.

Case Study – Positive Destinations

The College supports a number of Deaf BSL students onto positive destinations; during the 2023/24 academic year a student progressed through college starting with an HNC in Art and Design, completing their HND and is now a student at the University of the West of Scotland studying the same subject.

A Deaf student is hoping to move into the trades next year after having the opportunity to work within this department at the College.

Another student has passed their level 5 in Hairdressing and is working towards level 6. The student has really excelled in this area and is currently working in the 'You Salon' at the college in Kilmarnock every Monday for work experience. Clients are specifically asking for this student to cut and style their hair. The student now has a dream of opening her own salon for the deaf as she will be able to communicate with clients in BSL.

A communication support worker from the College stated, "It is great to see children coming to college as young adults and progressing into further education. As a deaf student, our young people face lots of barriers and having a previous connection with us makes such a difference".

Training, Work and Social Security

We share the long-term goal for training and work set out in the BSL National Plan, which is:

“BSL users will be supported to develop the skills they need to become valued members of the Scottish workforce, so that they can fulfil their potential, and improve Scotland’s economic performance. They will be provided with support to enable them to progress in their chosen career.”

What We Said

We will ensure regular meetings of the Transition Forum for BSL Users to support an easy transition from school to a positive destination.

What We Did

The Transition Forum has not met since before the Covid Pandemic in 2020. Grange Academy has continued to support Deaf pupils who use sign language for support to go onto positive destinations (especially college). The last, profoundly Deaf pupil who used BSL, left the Academy pre-covid where he was supported during interviews and college transition days etc. when he gained a college placement in his local town. The Academy continues to be involved in post school transitions with all of its Deaf pupils and works closely with partnership agencies to ensure inclusion, enabling pupils to reach their potential. This approach is also similar with deaf support for pupils at Greenwood Academy.

What We Said

We will promote Ayrshire Disability Inclusive Confident Employers (DICE) to staff as a resource for expert advice on initiatives such as ‘Access to Work’

What We Did

The DICE programme was originally started and hosted by local Department of Work and Pensions (DWP) offices to provide support and advice to local employers on employment issues relating to health and disability and included support with recruitment of staff, including additional information on Access to Work. This programme was promoted throughout the life of the plan, however due to several staffing changes is no longer active.

Employability Managers from North, South and East Ayrshire Councils along with the Department for Work and Pensions and the Ayrshire Chamber of Commerce have been planning the creation of a Disability Confident Group. This would operate Ayrshire wide with an aim to run an event each quarter to market, monitor and promote the Disability Confident approach to existing and new members. The group will offer information and advice and promote recruitment from within the disabled community.

Health (Including Social Care), Mental Health and Wellbeing

We share the long-term goal for health (including social care), mental health and wellbeing set out in the BSL National Plan, which is:

“BSL users will have access to the information and services they need to live active, healthy lives, and to make informed choices at every stage of their lives.”

What We Said

We will develop information, in collaboration with our deaf children and young people, regarding the importance of attending audiology appointments.

What We Did

Development of specific information for this has not progressed due to capacity within services. Families/carers are advised verbally by staff of the importance of continuation of attendance at appointments.

What We Said

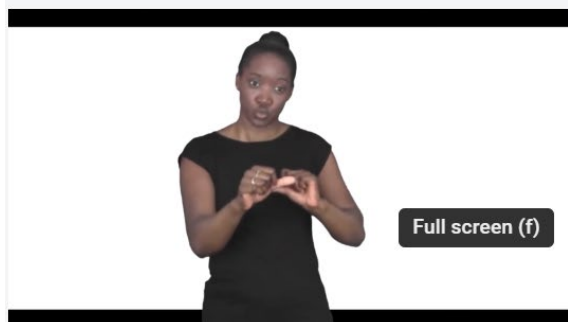
We will use social media to share information on available mental health support.

What We Did

All partners received communications from the British Deaf Association (BDA) and share appropriate information with the BSL community. NHS Ayrshire and Arran have further developed their public website page to include BSL clips on a variety of health issues including mental health ([Mental health and stress \(BSL\) - NHS Ayrshire and Arran](#)).

Examples of Mental Health videos in BSL -

Mental health and stress (BSL)



Breathing and relaxation exercises for stress



Generalised anxiety disorder

What We Said

We will provide palliative and end of life care information and care plans that are co-produced by Deaf people and deaf sector organisations.

What We Did

The My Anticipatory Care Plan was a national resource created by the Healthcare Improvement Service. However, translating into BSL was never undertaken. When palliative and end of life care information is required, it is provided through support of a BSL interpreter to allow two-way communication between patient and clinicians.

Transport

We share the long-term goal for transport set out in the BSL National Plan, which is:

“BSL users will have safe, fair and inclusive access to public transport and the systems that support all transport use in Scotland.”

What We Said

We will explore technological solutions to support private transport providers to communicate with BSL users.

What We Did

A Pan-Ayrshire Equality Transport Summit was held in September 2024. The purpose of the summit was to bring together a range of transport providers to answer questions and issues from a wide variety of the public. Representatives from the BSL community participated in the event and were able to raise concerns around communication, especially when using the rail network. Network Rail highlighted new AI technology that complements the spoken announcements at stations. Information in real time is transferred via AI into BSL interpretation and although there is a slight delay, feedback from the deaf community has been positive and Network Rail are aiming to roll this out to a wider number of stations.

What We Said

We will ensure taxi providers licensing training incorporates BSL awareness.

What We Did

The partners considered this action but due to a range of factors were unable to take this forward.

Justice

We share the long-term goal for justice set out in the BSL National Plan, which is:

“BSL users will have fair and equal access to the civil, criminal, and juvenile justice systems in Scotland.”

What We Said

We will ensure appropriately trained BSL interpreters are available within Civil, Juvenile, and Criminal justice settings.

What We Did

The three Ayrshire Council areas all have processes in place to organise interpreters for anyone from the BSL community who is involved with Community Justice Services. East Ayrshire Council also has an in-house BSL interpreter, however none of the areas have had a request or identified a specific client need for BSL interpretation services over the last few years.

Democracy

We share the long-term goal for democracy set out in the BSL National Plan, which is:

“BSL users will be fully involved in democratic and public life in Scotland, as active and informed citizens, as voters, as elected politicians and as board members of our public bodies.”

What We Said

We will ensure BSL training information provided by the Electoral Commission is cascaded to all relevant electoral staff.

What We Did

During election periods, Election staff are required to attend training on the election process. Awareness sessions highlight the process for supporting voters who have a disability or impairment who may require additional support. Links to the relevant Electoral Commission website regarding these issues are also included, so that staff are well-informed of their expectations when supporting voters on polling day.

What We Said

We will promote information on voting processes in appropriate formats.

What We Did

The Electoral Commission has a [British Sign Language \(BSL\) video on how to register to vote](#) and this is highlighted within the Registering to Vote section of Council webpages.

What We Said

We will promote the Access to Elected Office Fund (Scotland).

What We Did

This was made available on council websites when open and will be promoted at appropriate times to the BSL community through the newly established working group.

Ayrshire BSL Operational Plan 2024-2030

Strategic Aim	Action	Lead	Due By
1	Establish a BSL Local Plan Implementation Advisory Group with representation from the local BSL community.	Contact specialist groups and organisations for inclusion in the Implementation group.	Partner Organisations December 2024
2	By Autumn 2024, develop an operational plan through the BSL Local Plan Implementation Advisory Group to deliver the strategic aims.	We will develop a plan to ensure we are on track to meet our strategic aims in consultation with the local deaf community.	Partner Organisations Implementation Advisory Group December 2024
3	Follow guidance on inclusive communication from Scottish Government, when available, in line with the PSED review to ensure BSL users are considered in communications.	3 a. This will be implemented once the guidance is available from the Scottish Government 3 b. Within North Ayrshire Council explore the creation of a pilot for central interpretation and Translation funding, using the BSL Budget.	Partner Organisations Implementation Advisory Group We will review this in 2025 as guidance as has been delayed. December 2025 April 2025
4	Based on the Scottish Government guidance on BSL access for public engagement, adopt inclusive public engagement guidance.	This will be implemented once the guidance is available from the Scottish Government.	Partner Organisations Implementation Advisory Group We will review this in 2025 as guidance as has been delayed.
5	Publish a progress report on the actions in 2027, the midway point for this plan. As a living plan, this will enable us to reflect on what further actions are required to help us meet our longer-term goals and overall vision for BSL in Ayrshire.	To collate and publish an update report in both BSL and English.	Partner Organisations Implementation Advisory Group May 2027

Strategic Aim		Action	Lead	Due By
6	Develop a specific page on our public websites with information in BSL or signposting to relevant information available in BSL.	6a Members of the deaf community will be invited to review partner organisations webpages in relation to developing information in BSL.	Partner Organisations Implementation Advisory Group.	Annually over the lifetime of the plan.
		6b. Hold a BSL Engagement event to discuss organisation roles, technology and website information.	Partner Organisations Implementation Advisory Group.	May 2025.
7	Continue to engage with BSL users and promote Contact Scotland BSL.	7a. Organise planned sessions through the lifetime with members of the deaf community to promote Contact Scotland BSL so that all those who require the service are aware of the Contact Scotland BSL.	Partner Organisations Implementation Advisory Group.	Biennial over the lifetime of the plan.
		7b. Organise planned sessions through the lifetime of the plan with employees of the plan so that all staff are aware of the service.	Partner organisations.	Annually over the lifetime of the plan.
		7c. Partner Organisations Implementation Advisory Group will develop promotional material with FAQs.	Partner Organisations Implementation Advisory Group.	Over the lifetime of the plan.
8	Promote and utilise the Scottish Government Signport Portal for BSL/English interpreters	This will be promoted once available.	Partner Organisations Implementation Advisory Group.	Date will be set once available.

Strategic Aim	Action	Lead	Due By
9	Facilitate BSL users, deaf and deafblind children, and their families to access support.	<p>9a. Engaging with our children, young people and their families to ensure that they are aware of how to access BSL support when engaging with services.</p> <p>9b. Updating information on webpages through engaging with the Ayrshire Deaf Education Service.</p> <p>9c. Working with communication support workers via the student association to review information within Ayrshire College.</p> <p>9d. Promote information in primary care services.</p>	<p>Partner Organisations Implementation Advisory Group.</p> <p>Review annually over the lifetime of the plan, as information constantly changes.</p>
10	Continue to promote BSL service provision to ensure staff understand the importance of BSL provision.	<p>10a. This will be promoted via events and campaigns such Deaf Awareness week.</p> <p>10b. BSL awareness sessions will be made available for employees.</p>	<p>Implementation Advisory Group.</p> <p>Sensory Impairment teams.</p> <p>Annually over the lifetime of the plan.</p>

Strategic Aim	Action	Lead	Due By
11	Support NHS teams and BSL providers to develop robust referral pathways which will result in BSL users, deaf and deafblind children accessing both the healthcare and language learning support they require.	<p>11a. Work with NHS staff and local BSL community members to develop a pathway for ensuring BSL communication support is available at the time of need.</p> <p>11b. Once the pathway is developed and agreed, make sure it is disseminated to all staff.</p>	<p>NHS and local BSL community.</p> <p>NHS and local BSL community</p> <p>May 2026.</p>
12	Promote access to the Scottish Government opportunities for targeted workers to learn BSL up to an appropriate SCQF Level.	<p>12a. This will be promoted once information is available.</p> <p>12b. BSL SCQF level qualifications will be made available for employees of the North Ayrshire Sensory Impairment Team (up to SCQF level 3).</p>	<p>Partner Organisations.</p> <p>North Ayrshire Council/local authorities.</p> <p>Annually over the lifetime of the plan.</p> <p>April 2025 and April 2026.</p>
13	Signpost BSL users and their families to access the Scottish Government opportunities to gain experience about the heritage and culture of BSL, as well as hold local events.	<p>13a. Promote Scottish Government opportunities once information is available.</p> <p>13b. Promote events taking place across Scotland for BSL users through social media, emails etc.</p> <p>13c. Hold a cultural awareness event for the BSL community.</p>	<p>Implementation Advisory group/Local Authority Community Teams.</p> <p>Partner organisations.</p> <p>Annually over the lifetime of the plan.</p> <p>As and when available.</p> <p>2026 and 2029.</p>

Strategic Aim	Action	Lead	Due By
14	Promote and support implementation of the nationally identified solutions to specific barriers for BSL users to support an easy transition from school to positive destinations.	Once the nationally identified solutions to specific barriers for BSL users are available we will promote and support BSL users.	Partner organisations. As and when available.
15	Through No One Left Behind, deliver place-based employability services that support individuals to overcome structural barriers to entering and sustaining employment. We will work with the Implementation Advisory Group for this plan to identify solutions to specific barriers for BSL users accessing devolved employability support.	15a. Employability and Skills Team will work with individuals who use BSL to ensure that a tailored support plan is in place. 15b. Increase staff knowledge by offering access to specific BSL courses	Local Authorities and Ayrshire College. Local Authorities/ sensory impairment teams. Annually over the life of the plan. April 2026.
16	Promote opportunities for engagement and embed actions related to BSL users, based on the work set out within the social isolation and loneliness strategy.	Work with public sector partners to support the Scottish Government Social Isolation and Loneliness Strategy 2023 - 2026.	Partner Organisations Implementation Advisory Group. April 2026.

Strategic Aim	Action	Lead	Due By
17 Promote access to support services during the cancer journey.	17a. Engage with cancer services to understand what support services are available. 17b. Promote, using appropriate BSL communication, what support is available to the BSL community.	NHS Ayrshire and Arran.	May 2027.
18 Support BSL users to understand the use of the remote video BSL interpreting service.	Work with the deaf community in Ayrshire to deliver engagement sessions to showcase the use of the remote video BSL interpreting service	Partner Organisations Implementation Advisory Group.	December 2025.
19 Work to help embed BSL further within culture and the arts including increasing availability of signed events and performances.	Work with respective teams leading on the culture and arts in each LA area to offer BSL events and performances annually. Promote local and national BSL events.	Partner Organisations Implementation Advisory Group.	January 2026.
20 Utilise the data from the Census and any other sources to better understand our local BSL population, as well as explore issues such as accessibility and access to services.	Undertake an analysis of census data and local data zones. Engage with the BSL community and the two local deaf clubs to better understand local need.	Partner Organisations Implementation Advisory Group.	May 2025 and thereafter annually.

Strategic Aim	Action	Lead	Due By
21	Publicise resources from the Electoral Commission, once available, to provide ongoing support for BSL users' participation in democratic life.	South, North and East Ayrshire councils.	May 2025.
22	Ensure relevant electoral staff are aware of the need to provide appropriate information on voting processes to BSL users.	North, South and East Ayrshire councils.	During Election periods.

South Ayrshire Council
Equality Impact Assessment including Fairer Scotland Duty

Section One: Policy Details*

Name of Policy	Ayrshire Shared BSL Action Plan 2024 – 2030
Lead Officer (Name/Position)	Elizabeth Dougall – Senior Policy Officer Community Planning & Equalities
Support Team (Names/Positions) including Critical Friend	Susan McCardie Co-ordinator, Performance and Community Planning Macy Biggar – Community Planning & Equalities Assistant (Critical Friend)

*The term Policy is used throughout the assessment to embrace the full range of policies, procedures, strategies, projects, applications for funding or financial decisions.

What are the main aims of the policy?	The aim of the BSL plan is to facilitate the promotion of BSL and to meet the Council's statutory obligation to have a plan in place before 6 th May 2024.
What are the intended outcomes of the policy?	<p>This BSL Local Plan sets out the priorities identified through consultation with BSL users living, working and studying in Ayrshire. The priorities included within this Plan cover:</p> <ul style="list-style-type: none"> • Delivering actions to support the implementation of the BSL National Plan • BSL Accessibility • Children, Young People and their Families • Access to Employment • Health and Wellbeing • Celebrating BSL Culture • BSL Data • Democratic Participation <p>It describes the high level actions the partners will take between 2024 and 2030 to enable BSL users to be involved in daily and public life in Scotland, as active, healthy citizens, and will be able to make informed choices about every aspect of their lives.</p> <p>* Wherever we refer to 'BSL users*' we mean D/deaf and/or Deafblind people (those who receive the language in a tactile form due to sight loss) whose first or preferred language is British Sign Language.</p>

Section Two: What are the Likely Impacts of the Policy?

Will the policy impact upon the whole population of South Ayrshire and/or	The proposed BSL Plan is designed to have a positive effect on BSL users; this means that people whose first or preferred language is BSL will be fully involved in daily and public life.
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particular groups within the population? (please specify)	
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Considering the following Protected Characteristics and themes, what likely impacts or issues does the policy have for the group or community?

List any likely positive and/or negative impacts.

Protected Characteristics	Positive and/or Negative Impacts
Age: Issues relating to different age groups e.g. older people or children and young people	Positive impact on children - to improve outcomes for deaf or deafblind children.
Disability: Issues relating to disabled people	Positive impact – The plan is intended to improve outcomes for deaf or deafblind people.
Gender Reassignment – Trans/Transgender: Issues relating to people who have proposed, started or completed a process to change his or her sex	Neither a direct positive nor negative impact
Marriage and Civil Partnership: Issues relating to people who are married or are in a civil partnership	Neither a direct positive nor negative impact
Pregnancy and Maternity: Issues relating to woman who are pregnant and/or on maternity leave	Neither a direct positive nor negative impact
Race: Issues relating to people from different racial groups, (BME) ethnic minorities, including Gypsy/Travellers	Neither a direct positive nor negative impact
Religion or Belief: Issues relating to a person's religion or belief (including non-belief)	Neither a direct positive nor negative impact
Sex: Issues specific to women and men/or girls and boys	Neither a direct positive nor negative impact
Sexual Orientation: Issues relating to a person's sexual orientation i.e., LGBT+, heterosexual/straight	Neither a direct positive nor negative impact

Equality and Diversity Themes Relevant to South Ayrshire Council	Positive and/or Negative Impacts
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<p>Health Issues and impacts affecting people's health</p>	<p>Positive impact – consideration has been given to the impact on the health of BSL users and improved access to health care and mental health services is a goal set out in this plan. In addition, improved access to education will increase opportunities for young people to become more involved and gain employment.</p>
<p>Human Rights: Issues and impacts affecting people's human rights such as being treated with dignity and respect, the right to education, the right to respect for private and family life, and the right to free elections.</p>	<p>Positive impact- the Plan aims to ensure parents are fully involved in their child's education and improving access to a wide range of information and public services in BSL.</p>

Socio-Economic Disadvantage	Positive and/or Negative Impacts
<p>Low Income/Income Poverty: Issues: cannot afford to maintain regular payments such as bills, food and clothing.</p>	<p>The plan has no positive or negative impact.</p>
<p>Low and/or no wealth: Issues: enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future</p>	<p>The plan has no positive or negative impact.</p>
<p>Material Deprivation: Issues: being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies</p>	<p>The plan has no positive or negative impact.</p>
<p>Area Deprivation: Issues: where you live (rural areas), where you work (accessibility of transport)</p>	<p>The plan has no positive or negative impact.</p>

Section Three: Evidence Used in Developing the Policy

<p>Involvement and Consultation In assessing the impact(s) set out above what evidence has been collected from involvement, engagement or consultation? Who did you involve, when and how?</p>	<p>From the outset, representatives from the various partner organisations have taken steps to directly involve Deaf people from across Ayrshire in the development of this plan. This engagement with the BSL community was undertaken with appropriate BSL language interpreters to ensure clear two-way dialogue to assist us in capturing their views in a culturally and linguistically appropriate way. However, given the tight timescales this engagement was limited to ensure delivery by 6 May 2024 but we will continue to work with Deaf people and keep them up to date as the delivery of the plan progresses.</p> <p>Ayrshire is unusual in that there are no voluntary sector organisations of and for, Deaf people in the area, however, representation from the British Deaf Association (BDA) in Glasgow has been integral to taking this work forward.</p>
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	<p>We have engaged with representatives from the Ayrshire Society for the Deaf, Deaf Students from Ayrshire College, the Ayrshire Deaf Education Service and representatives from Elderbank Primary School , Grange Academy and Greenwood Academy. Key themes were identified that we have reflected in this plan's actions.</p> <p>Representatives from the various partner organisations also attended an event in Glasgow in November 2023 where the national plan and associated actions were discussed.</p>
<p>Data and Research In assessing the impact set out above what evidence has been collected from research or other data. Please specify what research was carried out or data collected, when and how this was done.</p>	<p>Led by Ayrshire Equality Partnership further research will be carried out as part of the development of the operational plan.</p>
<p>Partners data and research In assessing the impact(s) set out in Section 2 what evidence has been provided by partners? Please specify partners</p>	<p>Ayrshire Equality Partnership</p>
<p>Gaps and Uncertainties Have you identified any gaps or uncertainties in your understanding of the issues or impacts that need to be explored further?</p>	<p>No</p>

Section Four: Detailed Action Plan to address identified gaps in:

- a) evidence and
- b) to mitigate negative impacts

No.	Action	Responsible Officer(s)	Timescale
1	n/a		

Section Five - Performance monitoring and reporting

Considering the policy as a whole, including its equality and diversity implications:

When is the policy intended to come into effect?	6 th May 2024
When will the policy be reviewed?	An annual update will be provided.
Which Panel will have oversight of the policy?	Cabinet.

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Section 6


Summary Equality Impact Assessment Implications & Mitigating Actions

Name of Policy: Ayrshire Shared BSL Action Plan 2024 – 2030

This policy will assist or inhibit the Council’s ability to eliminate discrimination; advance equality of opportunity; and foster good relations as follows:

<p>Eliminate discrimination</p> <p>The plan is designed to provide appropriate support for deaf and deafblind people.</p>
<p>Advance equality of opportunity</p> <p>The plan is fully in line with the National BSL Plan.</p>
<p>Foster good relations</p> <p>Improving and increasing the range and availability of communication methods across partners.</p>
<p>Consider Socio-Economic Disadvantage (Fairer Scotland Duty)</p> <p>No positive or negative impact.</p>

Summary of Key Action to Mitigate Negative Impacts	
Actions	Timescale
n/a	
n/a	

 <p>Signed:</p> <p>Date: 7/3/24</p>	<p>Service Lead: Kevin Anderson</p>
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South Ayrshire Council

**Report by Director of Communities and Transformation
to Service and Partnerships Performance Panel
of 11 March 2025**

Subject: Shaping Our Future Council

1. Purpose

- 1.1 The purpose of this report is to provide the Panel with a review of the *South Ayrshire Way Strategic Change Programme* and lessons learned and; provide 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 review of the South Ayrshire Way Strategic Change Programme and cashable benefits realised at Appendix 1i and the Lessons Learned at Appendix 1ii;**
- 2.1.2 notes the baseline information provided against the Council's four priority areas for transformation at Appendix 2;**
- 2.1.3 notes the update provided in the Shaping Our Future Council Dashboard Report at Appendix 3 including the most recent version of the transformation portfolio; Programme Plan and Portfolio Risk Register, and Benefits Report at Appendix 4; and**
- 2.1.4 notes that the next update on Shaping Our Future Council will be presented to Service, Partnerships and Performance Panel in March 2026, in line with the agreed scrutiny and reporting arrangements.**

3. Background

- 3.1 On 6 March 2024, the Council approved a number of activities to take forward the Council's approach to '*Shaping Our Future Council*' including addressing recommendations in the Audit Scotland report on Best Value in South Ayrshire Council.
- 3.2 An update was provided to Cabinet on 29 October 2024, including the most recent version of the '*Shaping Our Future Council*' portfolio and projects and the Transformation Benefits Realisation Plan in place. Cabinet approved the implementation of a Transformation Reporting and Scrutiny Schedule and agreed reports, including benefits reporting, be brought back to Cabinet and Service Partnerships and Performance Panel every 6 months or earlier as required. This is the first report to be presented to Service Partnerships and Performance Panel in

line with the new arrangements, with annual updates to Service Partnerships and Performance panel agreed thereafter.

- 3.3 The ‘*South Ayrshire Way Strategic Change Programme*’ (SCP) was in operation from August 2021 – March 2024, until it was replaced with new ‘*Shaping Our Future Council*’ governance arrangements and the establishment of the Transformation Board and Transformation Fund.
- 3.4 40 projects were commenced under the Strategic Change Programme, with 28 completing and 12 projects realising cashable benefits to the value of £1,599,723.20 (as at January 2025). A review of the Programme was carried out by officers and a lessons learned exercise initiated to review the overall performance of the Programme and identify any remedial actions required to ensure new transformation arrangements deliver against expectations.
- 3.5 In March 2024, the Council agreed four priority areas for transformation, with strategic objectives defined for each area. Baseline information has been collated to identify the Council’s most recent performance against those objectives, which will enable the Council on an ongoing basis to assess its overall transformation progress and identify further areas for change and improvement.
- 3.6 Quarterly portfolio dashboard reporting provides project progress against delivery expectations and highlights risks and issues for escalation. The Portfolio Programme Plan and Portfolio Risk Register is reviewed regularly and approved quarterly by the Transformation Board within its decision-making parameters. Risk escalation arrangements are in place to the Council’s Strategic Risk Register.
- 3.7 The majority of the projects on the transformation portfolio are in development or moving into implementation. Benefits Trackers are required prior to Business Case approval and monitored and updated regularly following project implementation. Any change or deviation to baseline benefit figures or data requires approval by the Transformation Board in line with change management processes.
- 3.8 An updated Benefits Realisation Plan and approach has been in place since 1st May 2024. It sets out the process and roles and responsibilities for tracking and reporting benefits. Benefits are categorised as being cashable (productivity gain, income generation or rationalisation) and/ or non-cashable (qualitative being a service or delivery improvement and quantitative being a measurable increase in service delivery).
- 3.9 Communication and engagement is continuing with staff, trade unions and stakeholders to raise awareness of the new approach to transformation, including a new corporate approach to self-evaluation and performance management. Regular sessions for managers are scheduled to share information, inspire new ways of working and highlight opportunities for change. These are being led by the Deputy Chief Executive.

4. Proposals

4.1 The Panel is asked to:

- 4.1.1 note the review undertaken by officers of the *South Ayrshire Way Strategic Change Programme* at Appendix 1i, the programme’s realisation of c.£1.6M cashable benefits (as at January 2025) and lessons learned and remedial activities that will be taken forward at Appendix 1ii;

- 4.1.2 note the Council's current performance against the transformation strategic objectives in the baseline information at Appendix 2;
- 4.1.3 note the update provided in the Shaping Our Future Council Dashboard Report at Appendix 3, including the most recent version of the Shaping Our Future Council portfolio; Programme Plan and Portfolio Risk Register and the Benefits Report at Appendix 4; and
- 4.1.4 note the next update on Shaping Our Future Council will be presented to Service, Partnerships and Performance Panel in March 2026, in line with the agreed scrutiny and reporting arrangements.

5. Legal and Procurement Implications

- 5.1 There are no legal implications arising from this report.
- 5.2 There are no procurement implications arising from this report.

6. Financial Implications

- 6.1 In March 2024, the opening balance of the Transformation Fund was £5.053m. Since then, £613,874 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; and
 - Solar Farm (Phase 2).
- 6.2 A further £160,000 has been earmarked for Process Automation and £100,000 for the Community Venues project. Cabinet approval is required before these projects can proceed.
- 6.3 The Strategic Change Programme realised cashable benefits (cost avoidance, savings and reinvestment) of c£1.6m. This was reinvested back into services and service budgets. Any benefits not yet realised will be monitored by the Council's Portfolio Management Office.
- 6.4 Of those projects with an approved Business Case in place, £103,000 cumulative cashable benefits are currently forecast to the end of the Transformation Portfolio i.e. Financial Year 2026/2027. Officers are working to define benefits achievable across the portfolio and in line with timescales in the Programme Plan.
- 6.5 The Solar Farm project is not forecast to realise cashable benefits until Financial Year 2027/2028 at the earliest, with cumulative projected income leveraged of up to £35.1m forecast over the following 25-year period.

7. Human Resources Implications

7.1 Not applicable.

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. 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)*** - The proposals in this report do not represent a qualifying plan, programme, policy or strategy for consideration for SEA. There exists therefore no obligation to contact the Scottish Government Gateway and no further action is necessary. An SEA has not been undertaken.

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/

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. 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 Councillor Ian Davis, Portfolio Holder for Finance, Human Resources and ICT, and the contents of this report reflect any feedback provided.

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

Report to Cabinet of 29 October 2024 – [Shaping Our Future Council Update](#)

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Date: 4 March 2025

**South Ayrshire
Way Strategic
Change
Programme**

**August 2021 –
March 2024**

A look back

SHAPING OUR FUTURE COUNCIL

south-ayrshire.gov.uk

1. South Ayrshire Way Strategic Change Programme

- In December 2020, the Council's Leadership Panel approved the establishment of the '*South Ayrshire Way Strategic Change Programme*' (SCP); an updated approach to delivering and managing change
- The Strategic Change Executive (SCE) senior officer group was formed to provide governance and oversight for the Programme. It met for the first time in August 2021. It was Chaired by the Director – Place with regular reporting to Leadership and Service and Performance Panel.
- The Strategic Change Programme Office (SCPO) formed in May 2021 and comprised 1 FTE Coordinator and 2 FTE Project Officers (initially temporary staff increasing to 4 FTE's, then reducing to 3 FTE's as part of a savings exercise) funded by the Council's Efficiency & Improvement Fund
- With six identified programme themes – projects were proposed by services with any project development work funded by service budgets
- The SCP operated from August 2021 until March 2024 when it was replaced with the '*Shaping Our Future Council*' governance arrangements and the establishment of the Transformation Board and Transformation Fund.

2. Strategic Change Programme activity

- 40 projects were commenced under the Strategic Change Programme. 28 completed
- 7 projects were re-defined as 'Business As usual'/ service-led activity and are being taken forward by services; 4 projects were Service Reviews that will be re-commenced with the launch of the updated Service Re-Design toolkit; 1 of the projects has been continued to Phase 2 delivery (Transforming the Estate); 1 project has been re-scoped and forms part of the Transformation portfolio (Golf Estate Investment).
- 16 projects identified cashable benefits. 12 realised cashable benefits
- Those were: Cunninghame Place Respite Resource; Foster Carers Recruitment Campaign; Mechanical & Electrical Engineering in sourcing; Public Space CCTV Operating Model; In Cab Digitised Systems Development; Property Maintenance Work Scheduling; Oracle Fusion; Future Operating Model: Additionality; ParentsPortal; Dolphin House; Signs of Safety; Whole Family Whole System approach (Belmont Family First)
- Total value of cashable benefits realised including cost avoidance, savings and income generation = **£1,599,723.20**

3. Lessons Learned


In implementing '*Shaping Our Future Council*', new arrangements have sought to resolve identified issues with the SCP and address any previous failure to deliver against expectations

- 1. Governance and accountability** – the Transformation Board is chaired by the Chief Executive as the most senior officer within the Council with responsibility for its transformation. All Council Chief Officers are represented on the Board. Delegated decision-making parameters were approved by Council.
- 2. Resource to deliver** – the new permanent Transformation service (incorporating Enterprise Architecture, Digital Services and portfolio management) has been established. Funding is available for additional short-term resource requirements to manage change (see below)
- 3. Lack of development funding** – a new dedicated Transformation Fund of c£5M provides access to seed funding for transformational activity.
- 4. Lack of prioritisation** – Four areas for transformation are prioritised: our workforce; our technology; our assets; our delivery model. Proposals are considered for fit against the priority area objectives and proposed ROI. Requests for funding or support from services for activity which is viewed as 'business as usual' or assistance in carrying out a day-to-day service requirements is not considered transformational.
- 5. Reporting** - Greater scrutiny at Board and Council on proposals and progress will ensure barriers to change are understood and managed and that learning is disseminated to support improvement. A Transformation Reporting and Scrutiny Schedule is in place.

4. Further activity

Further remedial actions have been identified to ensure the new approach to transformation meets stakeholder expectations.

- 1. Transformation 'branding'** – Services work daily to identify and implement change and improvement activities that are not always considered as 'transformation'. The Council must ensure these activities and outputs are being captured and reported appropriately. E.g. Thriving Communities Service Review generated £306,854 of savings to March 2024 and re-utilised resources to benefit residents and communities. However, as this was not part of the Councils Strategic Change Programme, it was not considered within 'transformation' reporting arrangements.
- 2. Benefits management** – Clarity on roles and responsibilities for managing benefits is provided in the Benefits Realisation Plan, however, responsibilities are not always understood or adopted by staff. The Transformation Board must continue to uphold the approach approved by Council to ensure benefits/disbenefits continue to be managed upon delivery and once projects complete. Staff supporting the change process should continue to provide Learning & Development opportunities on benefits management.
- 3. Proposals progressed too soon/ not viable** – An updated project management process is in place with stage gate reviews built in to ensure projects progress in line with Board and Council expectations. Board members must continue to support and highlight the governance process in place to staff and stakeholders.
- 4. Validating and reporting on financial benefits** – Support services must be engaged early in the development of the proposal to verify baseline figures and validate proposals. Validation is required when projects move into benefits. Cashable benefits should be considered as part of the budget setting exercise.

South Ayrshire Way Strategic Change Programme		The South Ayrshire Way Strategic Change Programme was in operation from August 2021 - March 2024. 12 of the 40 projects realised cashable benefits with a total value of cashable benefits including cost avoidance, savings and income generation = £1,638,723.20 (as at January 2025)								
Lessons Learned Log - Failure to fully realise benefits										
Date	15th January 2025	Version	v1.0							
Lesson Number	What was the main learning point (supported by data and analysis)?	What was the cause?	Delimitate areas/alternatives for improvement. Offer suggestions around improvement. A lesson is only learnt if action can be taken from it.	What action has been or will be taken in the future to ensure this lesson is truly learnt?	Who is responsible for taking action?	When will the action be completed?	Date the action was last reviewed	Extent of completion	Has the action been addressed? If not can be	
No.	Description	Strategic/Programme/Initiative	Strategic/Programme/Initiative	Strategic/Programme/Initiative	Strategic/Programme/Initiative	Date last reviewed	% completion	Status		
1	Cashable benefits proposals and savings realised by change projects were not reflected in the budget setting process	The cashable benefits realised by change projects were re-invested back into services and budgets and not reported as savings. Instead of savings resulting in budget reductions, savings were often re-invested into service delivery or as cost avoidance to submitting budget pressures. For example, the Mobile Working project was intended to deliver savings by reducing contractor costs as the new technology enabled operatives to complete more jobs. While the project delivered this, the savings were used to offset increases in input costs related to materials and salary costs increases.	Link proposals within Business Cases to budget considerations	1. a) A Comprehensive Business Case process is in place outlining cashable benefits, benefits profile and the return on investment to be realised.	Aislinna Service Lead - Transformation	Complete	15/01/2025	100.00%	Closed	
			Confirm the purpose, remit and requirements of the Transformation Fund to all stakeholders.	1. b) Eligibility guidance for the Transformation Fund to include reference to cashable benefits and prioritisation of projects that help support the medium term financial outlook and reducing the overall budget deficit.	PMO Lead	28/02/2025	15/01/2025	40.00%	In Process	
			Greater scrutiny of benefits and rigorous benefits reporting, with transformation benefits proposals factored into the budget setting process will clarify the impact on service and revenue budgets.	1. c) Transformation Business Cases and benefits proposals to be considered within the context of annual budget setting	Assistant Director - Transformation / Chief Finance Officer / CLT	Ongoing	15/01/2025	Completed for FY 25/26 initial budget exercise	In Process	
			Implement a reporting schedule that includes benefits reporting to ensure visibility.	1. d) Transformation Reporting and Scrutiny Schedule in place including benefits monitoring reports	Assistant Director - Transformation	Complete	15/01/2025	100.00%	Closed	
2	Not all Council change activity that realised cashable benefits was incorporated within the Strategic Change Programme	The Strategic Change Programme was established to provide an overarching framework for change activity reflecting six themes across the Council and proposals brought voluntarily from services. As a result, the Programme did not reflect all the transformational change activity across the Council.	A mechanism should be put in place to capture and reflect all transformation and change activity that realises cashable benefits/delivers significant benefits from across the Council. This will ensure understanding of how transformation activity is helping to support the budget deficit; that comprehensive reporting to Council and outside bodies is in place and; that all change activity is considered within budget setting exercises.	2. Panel paper process to include inclusion of how Cabinet/ Council proposals support Shaping Our Future Council: priority areas (our workforce, our technology, our assets; our delivery model)	Service Lead - Transformation/ Chief Executive	30/03/2025	15/01/2025	Not yet started	Pending	
3	Benefits trackers were not always updated once activity commenced	Overall, project Business Leads within services and senior responsible owners tended not to update benefits trackers during or after project activity had commenced and completed. There was a lack of understanding/ application of roles and responsibilities for managing benefits.	The Benefits Realisation Strategy for the SCP was approved by the Strategic Change Executive on 26th August 2021. The Benefits Realisation Plan (BRP) for the Shaping Our Future Council portfolio was approved by Cabinet in October 2024, including roles and responsibilities for officers. Benefits reporting will commence by March 2025 with the first report to elected members at Service Deliverables and Performance Panel.	3. a) Onboarding with project stakeholders will include an overview of the BRP, Benefits Trackers and roles and responsibilities. Benefits workshops to support application of the process will be delivered to staff.	Service Lead - Transformation/ Transformation Coordinators	Ongoing	15/01/2025	Ongoing	In Process	
			Put in place mechanisms to support and remind benefits owners to update benefits trackers.	3. b) Investigate options to add benefits tracking reminders to Ideagen (Pentana) so that they can be easily updated, monitored and reported by SROs.	Service Lead - Transformation/ PMO Lead	30/03/2025	15/01/2025	Not yet started	In Process	
4	Lack of dedicated transformation funding to support change initiatives	There was no dedicated budget for the development or delivery of Strategic Change Programme initiatives which impeded opportunities being brought forward that required seed funding.	Whilst the Strategic Change Programme achieved some success in realising cashable benefits and savings, it did not meet the full savings target due to various reasons including the reliance on use of Council service operating budgets to fund projects. The introduction of the Transformation Fund provides opportunities for funding to spend to save initiatives.	4. Transformation Fund arrangements established to fund change initiatives	South Ayrshire Council	Complete	15/01/2025	100.00%	Closed	
5	Some projects were approved by the Strategic Change Executive too soon and before benefits were defined	Some projects were approved to progress too soon without spending enough time in the exploratory phase to define proposed deliverables and benefits. Some projects that were approved did not continue once an options appraisal was complete and therefore did not realise benefits. E.g. Corporate Booking System, Fleet Review, New Waste Transfer and Green Waste Station Recycling Centre. Once these options appraisals were complete, activity went back to the services to progress. None of these projects have yet resulted in the implementation of new activity and were essentially one-project analysis.	Officers from the Strategic Change Programme Office provided support to services in the form of business analysis and scoping options for projects, rather than the delivery of projects themselves. Whilst on occasions there was value in providing this support, this resulted in human resource assigned that was not focussed on realising benefits.	5. New arrangements include updated project lifecycle and portfolio governance processes to ensure only projects that support benefits realisation are approved and proceed. The updated process ensures that there is the required amount of time spent in discovery/ pre-project planning before proposals are approved for delivery.	Assistant Director - Transformation/ PMO Lead	Complete	15/01/2025	100.00%	Closed	
6	Projects on the Strategic Change Programme were not prioritised based on benefits delivery	The six themes of the SCP were wide and varied and made it difficult to prioritise projects for delivery. Some projects were simply additional human resource from the Programme to deliver activity that could be considered 'business as usual' or a day to day service responsibility. E.g. Net Zero Implementation, Place Planning, Building Based Services, Trauma Informed South Ayrshire, Ayl & Troon Communities, Service Reviews.	Some projects were approved by the SCE that did not propose cashable benefits. This was evidenced when there was a review of the Strategic Change Programme in May 2023 and a number of projects were de-scoped as they did not help to meet a new savings target for the Programme. Proposals should be clear at the outset in their objectives and what they aim to achieve.	6. A Prioritisation Matrix has been implemented for completion at the pre-approval stage. It provides the Transformation Board with an appraisal of the project against areas of delivery, including cost, risk, strategic fit and benefits. Business Cases require benefits profiles to be attached.	Service Lead - Transformation/ Transformation Board	Complete	15/01/2025	100.00%	Closed	
7	Dis-benefits for change projects were not considered at the project development or implementation phases	Dis-benefits were not previously contained within the project scoping document, Business Case template or benefits trackers	Dis-benefits are now included within the Business Case template but are not currently contained within the benefit tracker template.	7. Benefit tracker template to be updated to include measuring/tracking potential project dis-benefits	PMO Lead	30/03/2025	15/01/2025	50.00%	In Process	
8	There was a lack of learning undertaken throughout the duration of the Programme that would improve benefits realisation	No analysis was undertaken prior to 2024 on why the Strategic Change Programme was not realising anticipated benefits. It was then difficult to learn lessons and improve processes/ systems as required.	Achievements, challenges, and lessons learned from completed projects were captured within project end reports, however learning was not undertaken across the programme or reviewed to identify areas for improvement.	8. a) Routinely carry out portfolio reviews to identify areas of failure. Update Lessons Learned Log	Service Lead - Transformation / PMO Lead	Ongoing	15/01/2025	Lessons Learned exercise on the SCP carried out. Analysis performed and report will be disseminated. Regular reviews on SOFC to be programmed.	In Process	
			Consider how lessons learned can be implemented and incorporated within transformation communications. Disseminate any lessons learned in an appropriate format across the organisation/ Council and with stakeholders.	8. b) Within the Transformation Communications Plan, consider inclusion of visual storytelling tools such as roadmaps with QR codes linking to podcasts/Videos involving the people that are doing the work and further documentation (deeper dig). This is beneficial to communicating benefits and sharing the story behind the projects with staff, colleagues across partnerships, suppliers etc.	Service Lead - Transformation	Ongoing	15/01/2025	Not yet started	Pending	
9	Timely verification of baseline figures and validation of benefits realised is required	Finance staff should provide verification of baseline figures as proposals are developed. Once projects move into implementation, finance provide the necessary validation and assurance that benefits are being realised. Any deviations against approved Business Cases should be reported to the governance Board and change requests made as required to proceed on the basis of any revised proposals.	Finance colleagues must be engaged early in proposal development to verify baselines and project approaches. Finance colleagues must verify financial benefits realised where they are confirmed by Services/ project officers.	9. a) Finance colleagues to continue to provide support in verifying baseline figures, validating proposals and confirmation that cashable benefits are being realised.	Chief Finance Officer	Ongoing	15/01/2025	Ongoing	In Process	
			Where benefits deviate from those proposed within approved Business Cases, a change request must be submitted to the relevant governance Board for decision making.	9. b) Where benefits deviate from those approved within Business Cases, the change management process must be applied and Business Cases updated with any new proposals approved.	Transformation Coordinators/ PMO Lead	Ongoing	15/01/2025	Ongoing	In Process	
10	Service reviews were commenced previously without having clear cashable benefits defined	Service Reviews undertaken did not always propose or realise cashable benefits	The new Service Re-design process is due to launch in February 2025 and cashable benefits will be anticipated from services taking these forward, with oversight from Chief Officers to the process.	10. a) Approve new Service Re-Design approach, including requirement to realise cashable benefits	Transformation Board	25/02/2025	15/01/2025	50.00%	In Process	
			The SCP comprised several Service Reviews, however these did not always operate within the parameters of Strategic Change Programme governance arrangements. Business Leads/project sponsors often did not realise the resource and time commitments involved in undertaking Service Reviews. Service Reviews should have stage-gate reviews with clear expectations of resource input and roles and responsibilities made clear for those involved.	10. b) Timetable Service Reviews/ Re-design to take forward with oversight from ELT so that the Council can allocate the necessary resources to support implementation and stakeholders can understand timescales for completion. Regular reporting on progress to the Transformation Board/ Council.	Transformation Coordinator - Workforce/ Transformation Board	Ongoing	15/01/2025	Ongoing	In process	

Appendix 2 Shaping Our Future Council baseline

Transformation priority area	Strategic objective	Indicator/s/ measure (what the data refers to)	2023 (what did the data tell us in 2023)	2024 (what did the data tell us in 2024)	Baseline source (where does the data come from)	Council service/ source responsible for reporting (who collects the data)	Date of next review (this is the date of the next information review)
1.Our Workforce	i) Our people are productive and have the right skills to deliver our services	Employee satisfaction related to performance, skills, knowledge and digital.	<i>Not measured during this period</i>	81.77% Satisfaction	Employee Engagement Survey (6 related questions)	Organisational Development	March 2026
		Corporate maturity related to capacity, skills, training access to knowledge and expertise.	<i>Not measured during this period</i>	3.3 out of 5 (Developing)	Data Maturity Assessment	Corporate Policy, Strategy and Performance	March 2026
		Risk rating related to the unique skill/knowledge base of critical roles.	3.57 out of 5 (Developing)	<i>Not measured during this period</i>	Service Workforce Planning Critical Roles Analysis	Human Resources	March 2026
		Levels of employee digital confidence related to foundation, life and work skills.	74.8% Confidence	<i>Not measured during this period</i>	Employee Digital Skills Survey	Organisational Development/ Transformation Service	March 2026
	ii) Our people are empowered to respond to the needs of our customers	Employee satisfaction related to the extent that changes take account of the needs of customers.	<i>Not measured during this period</i>	55.6 % Satisfaction	Employee Engagement Survey (1 related question)	Organisational Development	March 2026
		Service Lead ability to contribute to and influence corporate direction.	62.1% Satisfaction	<i>Not measured during this period</i>	Service Lead Survey (1 related question)	Organisational Development	March 2026
	iii) Our people are inspired to identify and make improvements to service delivery	Employee satisfaction related to being asked for views and opinions related to service changes.	<i>Not measured during this period</i>	50% Satisfaction	Employee Engagement Survey (1 related question)	Organisational Development	March 2026
	iv) We value the wellbeing of our people and promote healthy working lives	Employee satisfaction related to health and wellbeing support, work/life balance, and caring culture.	<i>Not measured during this period</i>	63.9% Satisfaction	Employee Engagement Survey (5 related questions)	Organisational Development	March 2026
		Employee satisfaction related to information and resources, and mental and physical wellbeing in the workplace.	<i>Not measured during this period</i>	48.67% Satisfaction	Wellbeing Survey (3 related questions)	Corporate Policy, Strategy and Performance	March 2026
	2.Our Technology	i) Digital delivery underpins our transformation	Assessment on where the Council is on our digital transformation journey, capturing the views of the workforce and identifying what opportunities exist going forward	2.5 Developing and Repeatable "Open"	<i>Not measured during this period</i>	Digital Office Digital Maturity Assessment	Transformation Service

Transformation priority area	Strategic objective	Indicator/s/ measure (what the data refers to)	2023 (what did the data tell us in 2023)	2024 (what did the data tell us in 2024)	Baseline source (where does the data come from)	Council service/ source responsible for reporting (who collects the data)	Date of next review (this is the date of the next information review)
	ii) Technological change is driven by the needs of our business and users	Assessment of the suitability of our applications to meet business needs effectively and efficiently	<i>Not measured during this period</i>	Tolerate 5% Invest 80% Migrate 13% Eliminate 2%	Application rationalisation assessment using TIME framework	Transformation Service/ ICT Operations	March 2026
		Number of technology projects approved	30 technology projects approved	24 technology projects approved	SPMB/TRB and successor technology approval boards	Transformation Service/ ICT Operations	March 2026
	iii) Our services are Digital by Default	Number of services provided "digital by default" via the council website	<i>Not measured during this period</i>	165 digital by default services	Internal reporting by Digital Services team	Transformation Service	March 2026
	iv) We implement technological solutions that are accessible and deliver tangible benefits for our Council, customers and stakeholders	Percentage of pages on our website that comply with W3C web accessibility standards	<i>Not measured during this period</i>	97.4% rated A 95.4% rated AA 83.6% rated AAA	SiteImprove Accessibility reporting	Transformation Service	March 2026
3.Our Assets	i) Our assets are core to delivering our business and service needs	The number of council operational and community assets in use that enable service delivery.	Operational and community portfolio made up of 214 assets. The valuation of total operational assets is £1,073,620,000. The valuation of community assets is £10.188,543	Operational and community portfolio made up of 214 assets. The valuation of total operational assets is £1,073,620,000. The valuation of community assets is £10.188,543. 286 vehicles within the council fleet. 34% of the Fleet is able to transition to Electric. Of the 286 vehicles that make up the fleet 64 (22%) are electric.	Asset Management Plan 2023/2024 Fleet Strategy 2021-2026. Report by Director of Housing, Operations and Development to Service and Partnerships Performance Panel of 14 May 2024	Asset Management and Community Asset Transfer	March 2026
	ii) We maximise use of our operational and community assets	Mean average utilisation. Number of assets undergoing community asset transfers.	20 Council offices occupied with an average occupancy rate of between 20-50%.	20 Offices occupied with an average occupancy rate of between 20-50%.	Asset Management Plan. Information obtained by the Thematic review as part of	Asset Management and Community Asset Transfer	March 2026

Transformation priority area	Strategic objective	Indicator/s/ measure (what the data refers to)	2023 (what did the data tell us in 2023)	2024 (what did the data tell us in 2024)	Baseline source (where does the data come from)	Council service/ source responsible for reporting (who collects the data)	Date of next review (this is the date of the next information review)
			Zero community asset transfers conducted in this period . 6 New operational build projects completed in 2022/23.	1 community asset transfer completed. As of Feb 2024, 7 CAT stage 1 EOI forms working toward stage 2 CAT. 16 community facilities operational with a mean average utilisation rate of 27%. 2023/24 Community Centre running costs £943,489.55.	Community Venues project.		
	iii) Our assets are energy efficient and help us to meet net zero targets	Measurement of Council's statutory requirement for Public Bodies Climate Change Duties in relation to buildings and fleet.	Within boundary emissions dropped by 12% since the previous year. Overall buildings emissions have seen a 5% reduction. In comparison to the previous year, there was a 6.5% increase in emissions from diesel and a 36% increase in emissions from petrol.	Within boundary emissions dropped by 6.5% since the previous year. Overall buildings emissions have risen by 1 to 2% on the previous year. Miles driven by grey fleet have reduced by 17% on the previous year, but emissions from transport have increased 9.5% on the previous year.	South Ayrshire Council Public Bodies Climate Change Duties Annual Report 2022-23 and 2023-2024 Council Plan 2023 - 2028	Performance, Community Planning and Sustainability	March 2026
	iv) Our ownership and operating models are sustainable and consider ways to reduce dependency on the public purse	Areas within the council's assets that contributed towards reduction in dependency on the public purse by means of income generation or cost cutting.	£93k savings as an outcome from forensic investigation initiated in 2019 into the 'pass through' and non-commodity charges within the energy and water billing.	Registration of installations for the Feed in Tariff and Renewable Heat Incentive funding schemes has generated an income of £88,000 to date for the Council. 95% of non-operational properties currently let producing an annual income of	Asset Management Plan	Asset Management and Community Asset Transfer	March 2026

Transformation priority area	Strategic objective	Indicator/s/ measure (what the data refers to)	2023 (what did the data tell us in 2023)	2024 (what did the data tell us in 2024)	Baseline source (where does the data come from)	Council service/ source responsible for reporting (who collects the data)	Date of next review (this is the date of the next information review)
				approximately £880,000.			
Transformation priority area	Strategic objective	Indicator/s/ measure (what the data refers to)	2023 (what did the data tell us in 2023)	2024 (what did the data tell us in 2024)	Baseline source (where does the data come from)	Council service/ source responsible for reporting (who collects the data)	Date of next review (this is the next date the data will be provided to SPPP)
4.Our Delivery Model	i) Good data and analytics identify areas for improvement and transformation	Corporate maturity related to data collection, quality, sources, and assets.	<i>Not measured during this period</i>	3.7 out of 5 (Developing)	Data Maturity Assessment	Corporate Policy, Strategy and Performance	March 2026
		The extent to which services use data to influence workforce planning.	2.2 out of 5	<i>Not measured during this period</i>	Workforce Planning Service Lead Returns	Human Resources	March 2026
	ii)Our processes and procedures are effective and efficient	Number of processes identified by services that can be automated	Not measured during this period	81	Project data	Transformation Service	March 2026
	iii) Resources are deployed to avoid duplication, maximise partnership working and to achieve value for money for the public pound	Number of joint funding arrangements in place with partners to deliver transformation	Not measured during this period	Nil (October 2024)	Radical Place Leadership Baseline report	SAC Community Planning	March 2026
		Support Services as a percentage of Total Gross Expenditure	3.6% (South Ayrshire) 4.0% (Scottish Average)	3.6% (South Ayrshire) 4.1% (Scottish Average)	Local Government Benchmarking Framework	Improvement Service (national)	March 2026
	iv) Our governance is balanced and appropriate and supports delivery	Delivery of 2024-25 Improvement Actions	2022-3 Improvement Actions 3 implemented. 6 not fully implemented.	2023-4 Improvement Actions 4 implemented. 4 not fully implemented.	Annual Governance Statement	Information Governance	March 2026



Appendix 3

Shaping our Future Council

Quarterly Portfolio Dashboard Report

February-2025

Report Content

1. Dashboard Report
2. Latest Approved Portfolio Design
3. Portfolio Risks
4. Programme Plan

Portfolio Dashboard – Transformation Portfolio

Service Lead: Stewart McCall

Reporting period: November 2024 – February 2025

Portfolio health

Time	Costs	Quality	Benefits

Highlights this period

- Baseline position for deliverables across the portfolio completed.
- Intranet site for new Service and Transformation Portfolio delivered and ongoing staff engagement including information on Viva Engage, tagged as the Transformation Network.
- Supported the procurement/engagement of a Transformation Partner.
- Benefits trackers refined and agreed and reporting now started on these.
- Continue to review and monitor existing, approved projects for change.
- Elected Member engagement on Visitor Levy project. Initial activity on a Visitor Levy approved by Cabinet and “Have Your Say” survey now live, closing 9 May.
- Positive engagement with support services on supporting the Portfolio.
- Options Appraisal guidance now published and will support Panel papers going forward.
- Activities to support the audit conducted by Audit Scotland on Transformation across the Council. Included lessons learned on previous transformation/change activities.
- Elected Member briefing on Generative AI delivered and a draft policy on the use of Generative AI is now in development.

Key activity next period

- Complete policy on Generative AI and begin engagement/approval process for this.
- Learning and Development sessions for SL’s/Coordinators on Options and Appraisals and Benefits.
- Elected Member briefings on Data Plan and Process Automation.
- Support activities of Transformation Partner over 8 -week engagement period.
- Present 6-monthly update to Service and Partnership Performance Panel.
- Support the public engagement on Visitor Levy and develop roadmap/next steps for this.
- Create an alternate view of the Portfolio aligned to Assistant Directors/SRO’s.

Issues and risks

- Sponsorship and ownership of specific projects is required from lead Council services.
- Other issues and risks, including mitigations are now included in the Portfolio Risk Register.

Programme plan

- No major issue to report on the overall programme plan.
- The majority of projects are continuing on track within accepted tolerances.
- **Amber:** Shared Drive to SharePoint. Had to go back out for resource for this and L5 role now being held for redeployment and unable to be filled.
- **Amber:** Pop Up License project. Requirement to engaged EM’s at a ward basis has introduced a slippage in the timeline for this.

Transformation Fund

See following page in report for more detail.

Portfolio Year	F/Y	Approved Portfolio Budget	Committed (approved) Investment	Projected Investment	Total Projected Investment (Commitments + Projections)	Projected Balance	Actual Investment	Actual Balance
Year 1	2024/2025	£5,053,000	£263,874	£0	£263,874	£4,789,126	£11,246	£5,041,754
Year 2	2025/2026	£4,789,126	£100,000	£625,000	£725,000	£4,064,126	£0	£4,789,126
Year 3	2026/2027	£4,064,126	£0	£40,000	£40,000	£4,024,126	£0	£4,064,126
Total:			£363,874	£665,000	£1,028,874	£4,024,126	£11,246	£5,041,754



Transformation Board considerations

- No considerations this period.



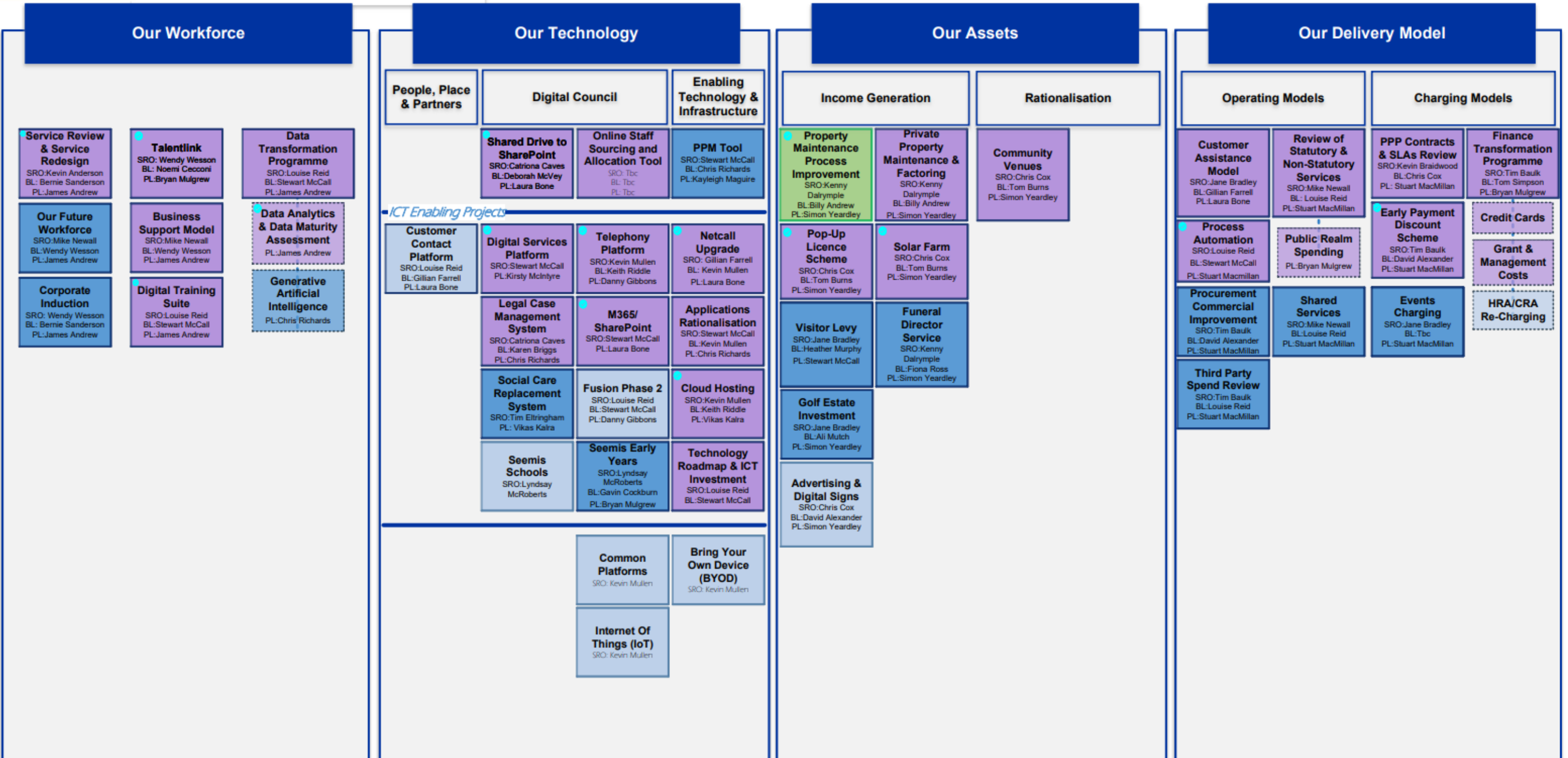
Key

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

Shaping Our Future Council Transformation Portfolio 2024 - 2027



V1.4
25/02/2025





Shaping Our Future Council

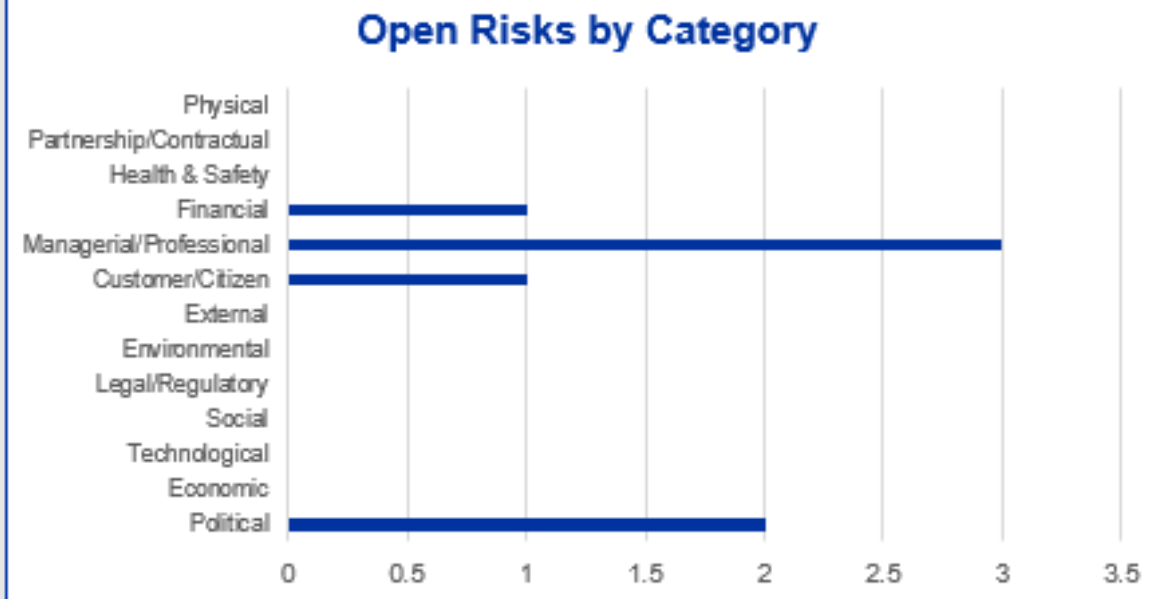
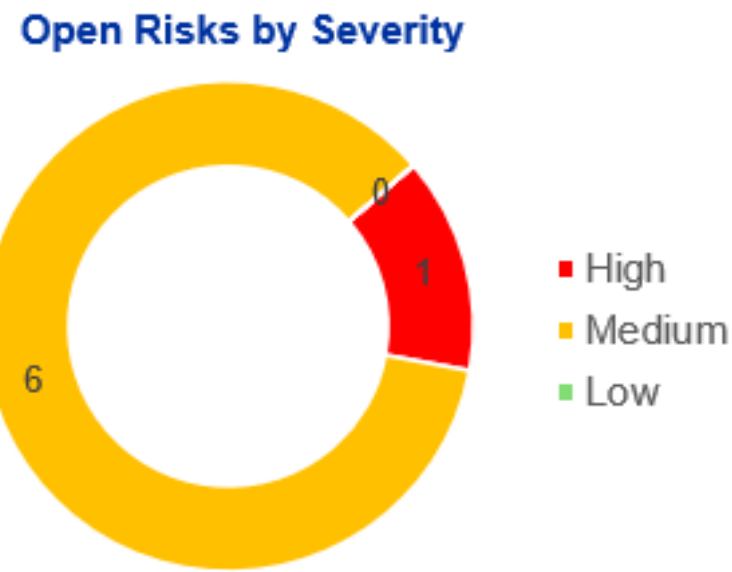
Transformation Portfolio

Risk Register



No. of Open Risks
7

No. of Closed Risks
0



This Quarter

New Risks
1

No Change
4

Closed Risks
0



PMO Summary

This quarter we have seen an increase in risk relating to resource availability and Service capacity to assist with the delivery of Transformation. As such, there is a high risk of delay to the delivery of project outputs and therefore risk to the overall delivery of the Portfolio. These risks have been raised with the Chief Executive and should no improvement occur within the next quarter, the risks may be escalated and managed as issues.

As some projects have progressed to the delivery/execution stage, there is 1 new project related risk which has been added to the Portfolio Risk Register, due to its rating, to ensure the Transformation Board are aware. Any recurring projects risks are currently already captured in the Portfolio Risk Register.

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 (auto.)	Risk Management	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
Chief Executive	Political	Transformation for the Council is not seen as a priority by Officers or Elected Members.	There is a risk that the Council will fail to deliver its vision for transformation 'Shaping Our Future Council' set out in the four priority transformation areas (our workforce; our assets; our technology; our delivery model).	This is due to a potential lack of clarity of the scope and breadth of change required to meet the 'Shaping Our Future Council' aspirations.	This may result in a failure to deliver on the objectives of the portfolio, and benefits would fail to be realised.	1	4	4	Treat	Ongoing, planned, managed and sustained communication and engagement with officers, elected members, customers and stakeholders.	Chief Executive and Corporate Leadership Team	Transformation Reporting and Scrutiny Schedule implemented following October 24 Cabinet. Update being presented to Service, Partnerships & Performance Panel in March 25. Regular governance meetings diaried. Chief Exec, ELT and Cabinet reviewing need for further regular engagement including transformation projects. Ongoing engagement with Portfolio Holders in place.	25-Feb-25	31-Mar-27	No Change
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	Transformation Communications Plan reviewed by Transformation Board. Transformation Network launched. Examples of some services consistently not engaging in transformation/change agenda. This has been escalated to the Chief Executive for actioning.	25-Feb-25	31-Mar-27	Decrease

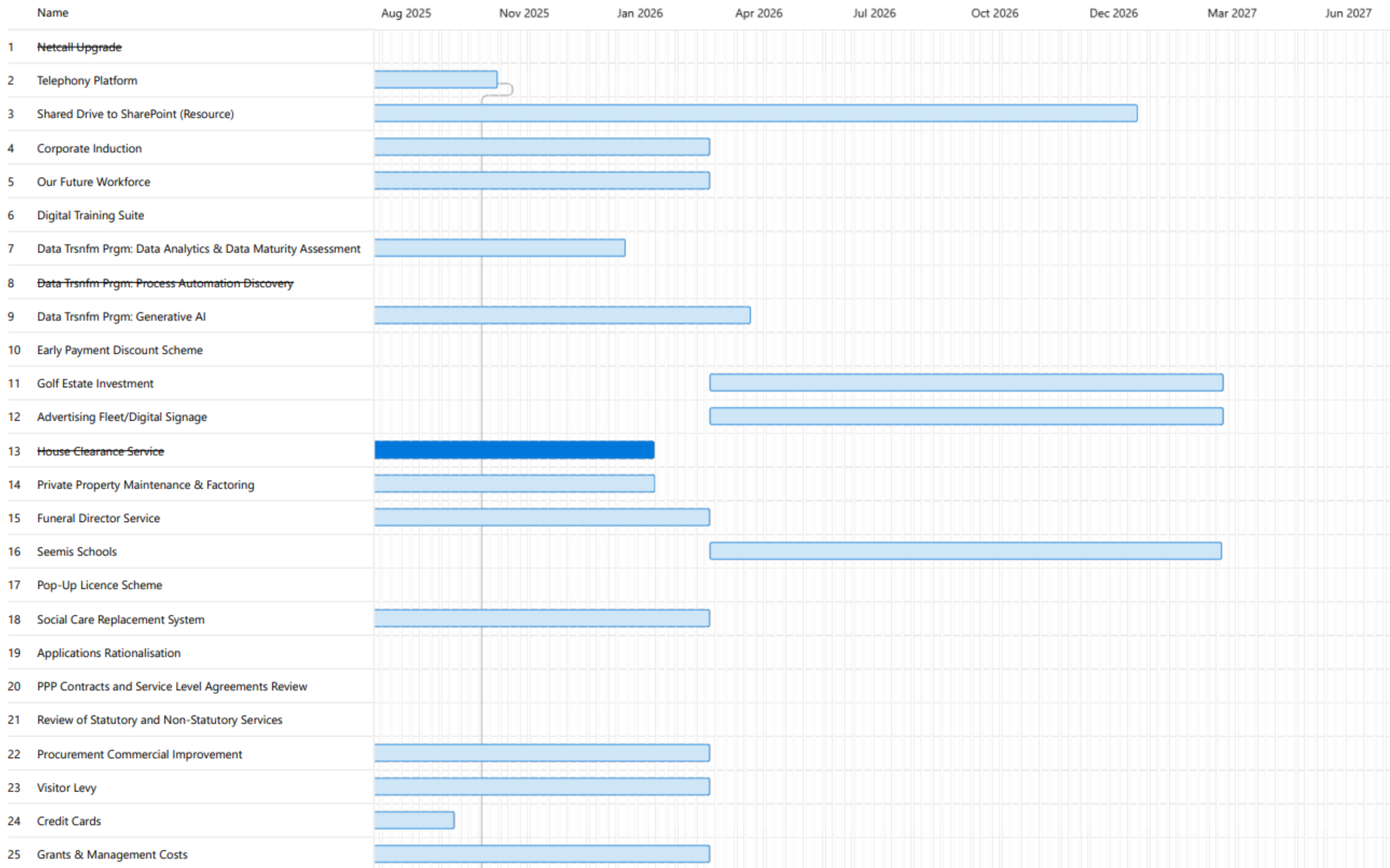
Transformation Board	Managerial/ Professional	Lack of capacity within Council services to deliver transformation	There is a risk that operational and corporate enabling services do not have the capacity to deliver transformation objectives.	This is due to Services currently working at full capacity and do not have the capacity to lead or take on project work.	This may result in a lack of traction. The portfolio would fail to deliver and benefits would fail to be realised	3	3	9	Treat	CLT to ensure that services are implementing change alongside their usual work practices. Where additional temp resource is required to deliver the Transformation Fund can provide access.	Chief Executive and Corporate Leadership Team	Some issues have been identified where progress either is or may be hampered due to lack of resource, elongated processes or other priorities taking precedence. This has been escalated to services and the Chief Executive.	25-Feb-25	31-Mar-27	Increase
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.	2	3	6	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	No changes have been implemented yet that impact the scoring of this risk.	25-Feb-25	31-Mar-27	No Change
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.	2	4	8	Treat	A tendering exercise to appoint a Transformation partner to enhance the Councils capability has recently concluded. A further update will be provided upon any contract award.	Assistant Director - Transformation	Tender portal closed on 24/01/25. Tender award process is being followed and expected to conclude in March 2025.	25-Feb-25	31-Mar-27	No Change
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	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	Council Leader and Portfolio Holders/ CLT	Transformation activity is progressing in line with Council and Cabinet commitments and approvals.	25-Feb-25	31-Mar-27	No Change

			have the political support required to deliver.							Cabinet and Panels.					
Service Lead - Asset Management and Community Asset Transfer	Financial	Delay in site availability	There is a risk that identified sites will not be made readily available for Vendors to tender against.	This is due to the unforeseen requirement to hold Ward Member Briefings prior to the sites being made available.	This may result in a delay in implementation and benefit realisation.	4	4	16	Treat	Arrange Ward Member Briefings as soon as possible to minimise impact on project delivery and benefit realisation.	Service Lead - Asset Management and Community Asset Transfer	27/01/2025 - added to Portfolio risk register due to risk rating.	25-Feb-25	01-Mar-25	New

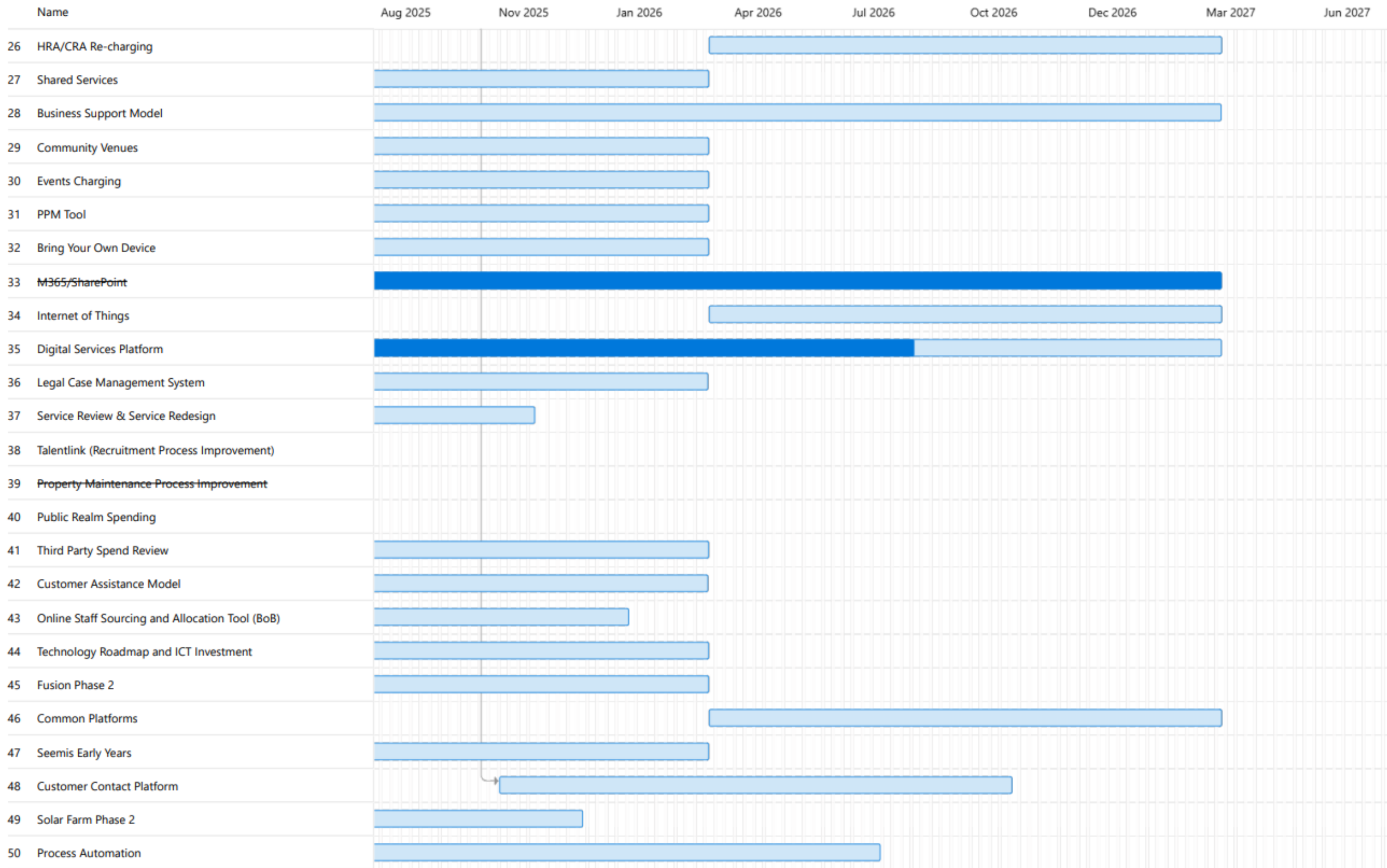
Programme Plan

Transformation Portfolio Delivery

Name	Assigned to	Start	Finish	% Complete	Mar 2024	Jun 2024	Sep 2024	Dec 2024	Feb 2025	May 2025
1 Netcall Upgrade	Laura Bone	6/24/2024	2/7/2025	100		<div style="width: 100%;"></div>				
2 Telephony Platform	Danny Gibbons	7/11/2024	10/31/2025	25		<div style="width: 25%;"></div>	<div style="width: 75%;"></div>			
3 Shared Drive to SharePoint (Resource)	LB CR	8/12/2024	1/29/2027	5			<div style="width: 5%;"></div>	<div style="width: 95%;"></div>		
4 Corporate Induction	James Andrew	4/1/2025	3/31/2026	0					<div style="width: 100%;"></div>	
5 Our Future Workforce	James Andrew	4/1/2025	3/31/2026	0					<div style="width: 100%;"></div>	
6 Digital Training Suite	James Andrew	12/2/2024	5/23/2025	55			<div style="width: 45%;"></div>	<div style="width: 10%;"></div>	<div style="width: 40%;"></div>	
7 Data Trsnfm Prgm: Data Analytics & Data Maturity Assessment	James Andrew	12/2/2024	1/30/2026	5				<div style="width: 5%;"></div>	<div style="width: 95%;"></div>	
8 Data Trsnfm Prgm: Process Automation Discovery	JA SM	4/1/2024	11/20/2024	100	<div style="width: 100%;"></div>					
9 Data Trsnfm Prgm: Generative AI	CR JA	4/1/2025	4/29/2026	0					<div style="width: 100%;"></div>	
10 Early Payment Discount Scheme	Stuart MacMillan	5/8/2024	3/31/2025	70		<div style="width: 70%;"></div>	<div style="width: 30%;"></div>			
11 Golf Estate Investment	Simon Yeardley	4/1/2026	3/31/2027	0					<div style="width: 100%;"></div>	
12 Advertising Fleet/Digital Signage	Simon Yeardley	4/1/2026	3/31/2027	0					<div style="width: 100%;"></div>	
13 House Clearance Service	Simon Yeardley	2/20/2025	2/19/2026	100					<div style="width: 100%;"></div>	
14 Private Property Maintenance & Factoring	Simon Yeardley	2/21/2025	2/20/2026	2					<div style="width: 2%;"></div>	<div style="width: 98%;"></div>
15 Funeral Director Service	Simon Yeardley	4/1/2025	3/31/2026	0					<div style="width: 100%;"></div>	
16 Seemis Schools	Chris Richards	4/1/2026	3/30/2027	0					<div style="width: 100%;"></div>	
17 Pop-Up Licence Scheme	Simon Yeardley	7/1/2024	3/31/2025	55		<div style="width: 55%;"></div>	<div style="width: 45%;"></div>			
18 Social Care Replacement System	Vikas Kalra	4/1/2025	3/31/2026	5					<div style="width: 5%;"></div>	<div style="width: 95%;"></div>
19 Applications Rationalisation	Chris Richards	4/30/2024	3/31/2025	35	<div style="width: 35%;"></div>	<div style="width: 65%;"></div>				
20 PPP Contracts and Service Level Agreements Review	Stuart MacMillan	9/2/2024	6/30/2025	0			<div style="width: 100%;"></div>			
21 Review of Statutory and Non-Statutory Services	Stuart MacMillan	9/2/2024	6/30/2025	10			<div style="width: 10%;"></div>	<div style="width: 90%;"></div>		
22 Procurement Commercial Improvement	Stuart MacMillan	4/1/2025	3/31/2026	0					<div style="width: 100%;"></div>	
23 Visitor Levy	Stewart McCall	4/1/2025	3/31/2026	0					<div style="width: 100%;"></div>	
24 Credit Cards	Bryan Mulgrew	10/1/2024	9/30/2025	35			<div style="width: 35%;"></div>	<div style="width: 65%;"></div>		
25 Grants & Management Costs	Bryan Mulgrew	4/1/2025	3/31/2026	0					<div style="width: 100%;"></div>	



Name	Assigned to	Start	Finish	% Complete	Mar 2024	Jun 2024	Sep 2024	Dec 2024	Feb 2025	May 2025
26	HRA/CRA Re-charging	Bryan Mulgrew	4/1/2026	3/31/2027	0					
27	Shared Services	Stuart MacMillan	4/1/2025	3/31/2026	0					
28	Business Support Model	James Andrew	4/1/2025	3/31/2027	10					
29	Community Venues	Simon Yeardley	4/1/2025	3/31/2026	0					
30	Events Charging	Stuart MacMillan	4/1/2025	3/31/2026	0					
31	PPM Tool	CR KM	4/1/2025	3/31/2026	0					
32	Bring Your Own Device	Chris Richards	4/1/2025	3/31/2026	0					
33	M365/SharePoint	LB CR SM	4/1/2024	3/31/2027	100					
34	Internet of Things	Chris Richards	4/1/2026	3/31/2027	0					
35	Digital Services Platform	CR KM	4/1/2024	3/31/2027	80					
36	Legal Case Management System	Chris Richards	8/21/2024	3/30/2026	5					
37	Service Review & Service Redesign	James Andrew	12/2/2024	11/27/2025	15					
38	Talentlink (Recruitment Process Improvement)	JA BM	9/2/2024	7/30/2025	50					
39	Property Maintenance Process Improvement	Simon Yeardley	10/9/2024	1/31/2025	100					
40	Public Realm Spending	SM BM	9/2/2024	6/30/2025	5					
41	Third Party Spend Review	Stuart MacMillan	4/1/2025	3/31/2026	0					
42	Customer Assistance Model	Laura Bone	11/4/2024	3/31/2026	5					
43	Online Staff Sourcing and Allocation Tool (BoB)	Chris Richards	2/3/2025	2/2/2026	0					
44	Technology Roadmap and ICT Investment	SM CR	1/13/2025	3/31/2026	10					
45	Fusion Phase 2	Danny Gibbons	4/1/2025	3/31/2026	0					
46	Common Platforms	Chris Richards	4/1/2026	3/31/2027	0					
47	Seemis Early Years	Bryan Mulgrew	4/1/2025	3/31/2026	0					
48	Customer Contact Platform	Laura Bone	11/3/2025	11/2/2026	0					
49	Solar Farm Phase 2	Simon Yeardley	2/25/2025	12/31/2025	0					
50	Process Automation	Stuart MacMillan	2/25/2025	7/31/2026	0					





SHAPING OUR FUTURE COUNCIL

Transformation Portfolio

Benefits Realisation Report



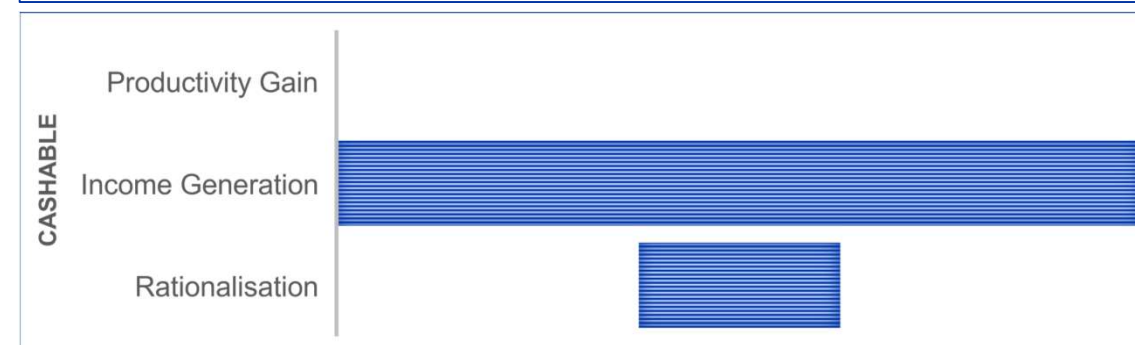
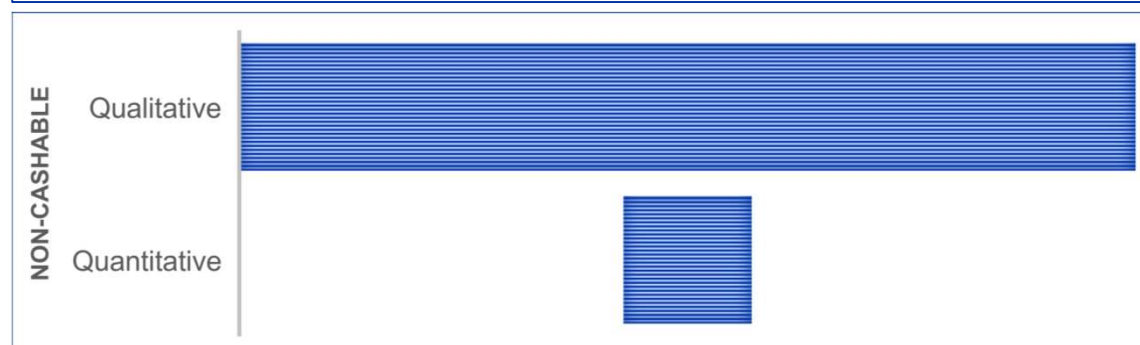
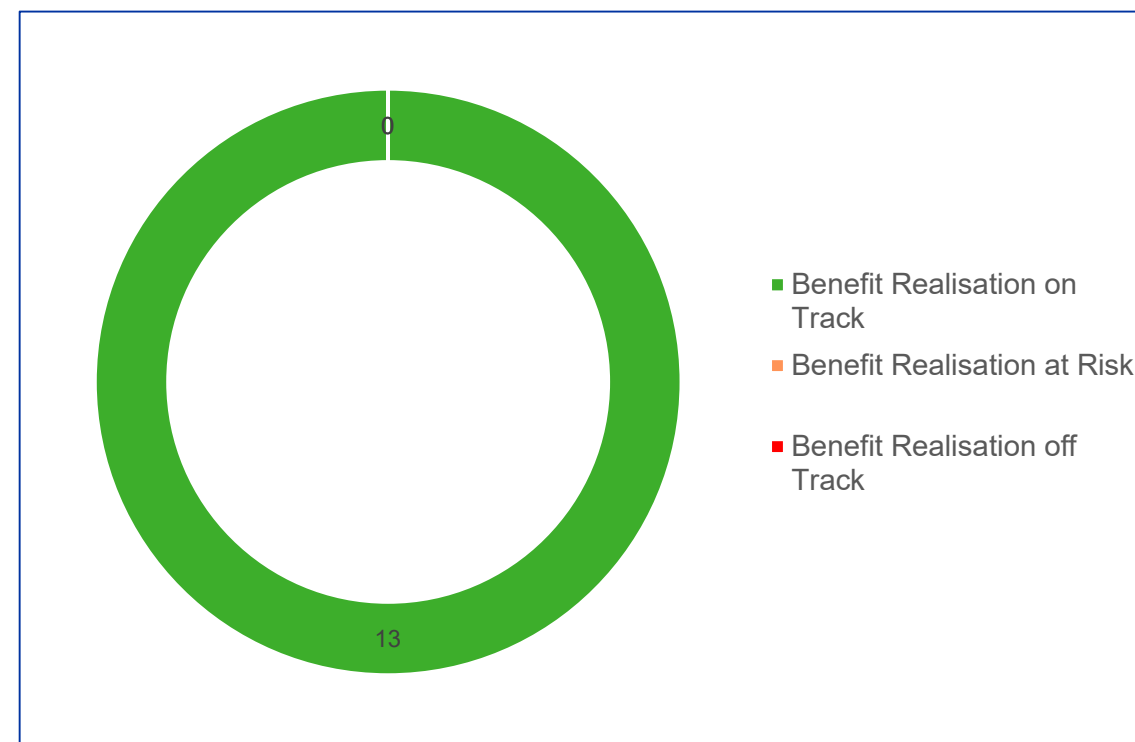
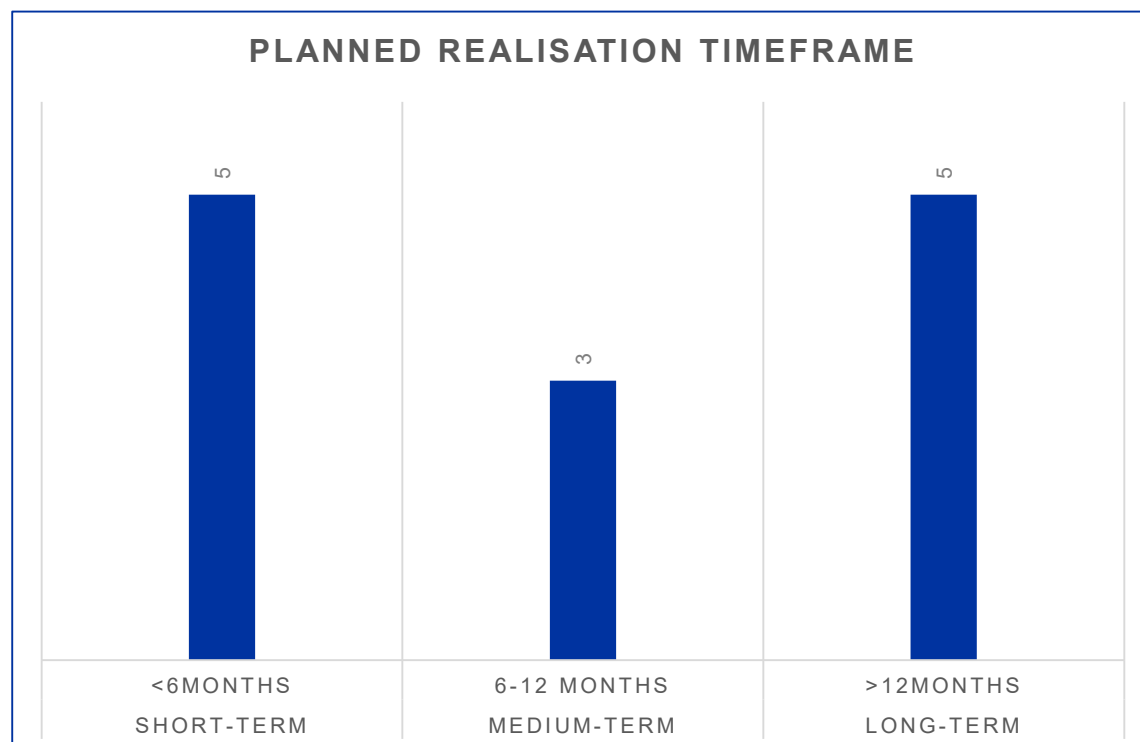
13
No. of anticipated benefits

1
No. of benefits in realisation

1
Benefits Fully Realised

£103,000.00
Expected cashable value

£50,000.00
Realised cashable benefits



Prepared By: Portfolio Management Office
Prepared For: Transformation Board

Date Prepared: 17-Feb-25
Board/Panel Date: 25-Feb-25

Transformation Projects

Priority Area	Project	Current Benefit Stage	Benefit Type	Benefit Category	Project Objective	Measurable Benefit	Benefit Status	Baseline	Baseline Description	Baseline Date	Target	Target Description	Anticipated Benefits Start Date	Target Realisation Date	Latest Measurement	Realisation Certainty RAG Status	Measurement & Status Date	Benefits Owner
Our Delivery Model	Early Payment Discount Scheme	2: Baseline and Planning	Cashable	Income Generation	To generate a new income/revenue stream for the Council through early payment of invoices to suppliers who have signed up to the EPDS.	Increase in Council income through early payment of invoices to suppliers who have signed up to the EPDS.	Open	£0.00	Current baseline is zero as this project will introduce a new income stream for the Council through the introduction of a new scheme.	21-Nov-24	£15,000	Generation of new income through the scheme based on forecasted number of suppliers to sign up in first full year.	01-Apr-25	31-Mar-26	£0	🟢	Jan-25	David Alexander
Our Delivery Model	Early Payment Discount Scheme	2: Baseline and Planning	Cashable	Income Generation	To generate a new income/revenue stream for the Council through early payment of invoices to suppliers who have signed up to the EPDS.	Increase in Council income through early payment of invoices to suppliers who have signed up to the EPDS.	Open	Tbc	The income generated through the scheme in 25/26.	31-Mar-26	£30,000	Generation of new income through the scheme based on forecasted number of suppliers to sign up in second full year.	01-Apr-26	31-Mar-27	£0	🟢	Jan-25	David Alexander
Our Assets	Property Maintenance Process Improvement	4: Realisation and Evaluation	Cashable	Rationalisation	To digitise current process, removing double-keying into multiple systems.	Reduction in FTE count due to improved process efficiency	Open	1x level 3 and 1x level 4 FTE	Current FTE cost to execute as-is processes.	31-Mar-24	£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.	15-Dec-24	30-Jun-25	£50,000	🟢	Feb-25	Billy Andrew
Our Assets	Pop-Up Licence Scheme	2: Baseline and Planning	Cashable	Income Generation	To introduce a new income scheme to the Council through the provision of a pop-up licence scheme for vendors.	Increase in income generation from vendor licensing scheme year 1 (2025 - 2026)	Open	0	Current baseline is zero as this project will introduce a new income stream for the Council through the introduction of a new scheme.	31-Mar-24	£2,000	Expected Income generation as per market value rates for vendor type.	01-Feb-25	31-Mar-26	£0	🟢	Jan-25	Tom Burns
Our Assets	Pop-Up Licence Scheme	2: Baseline and Planning	Cashable	Income Generation	To introduce a new income scheme to the Council through the provision of a pop-up licence scheme for vendors.	Increase in income generation from vendor licensing scheme year 2 (2026 - 2027)	Open	Tbc	Baseline will be the income generated from the scheme in year 1.	01-Apr-26	£6,000	Expected Income generation as per market value rates for vendor type.	01-Apr-26	31-Mar-27	£0	🟢	Jan-25	Tom Burns
Our Workforce	Data Analytics and Data Maturity Assessment	2: Baseline and Planning	Non-Cashable	Qualitative	To improve the Council's overall data maturity by improving employee knowledge and understanding of data.	Services report an improved understanding of Data's value and the data that they capture, as per Data Plan definitions.	Open	-	No baseline data captured but we know based on the corporate data maturity assessment that current understanding can be considered low.	31-Mar-24	75%	Percentage of respondents or more that agree their understanding of data has improved.	01-Jun-25	01-Nov-25	-	🟢	Jan-25	Kevin Anderson
Our Workforce	Data Analytics and Data Maturity Assessment	2: Baseline and Planning	Non-Cashable	Qualitative	To improve the Council's overall data maturity by improving employee knowledge and understanding of data.	Increase in the number of managers and employees that undertake data-specific training	Open	20	Current course attendance at data specific training as per COAST data and approvals for further/Higher education.	31-Mar-24	500	Target number of course completions on COAST	01-Jun-25	01-Nov-25	-	🟢	Jan-25	Kevin Anderson
Our Workforce	Data Analytics and Data Maturity Assessment	2: Baseline and Planning	Non-Cashable	Qualitative	To improve the Council's overall data maturity by addresses weaknesses identified in the 2024 Data Maturity Assessment.	Increase in corporate Data Maturity	Open	3.4/5.0	This is the data maturity score as per the Data Maturity Assessment 2024 on Data Orchard.	31-Mar-24	4.0/5.0	A target score of 4/5 (or equivalent) against key data themes in the next Data Maturity Assessment on Data Orchard.	01-Oct-26	31-Oct-26	-	🟢	Jan-25	Kevin Anderson
Our Assets	Property Maintenance Process Improvement	3: Delivery and Tracking	Non-Cashable	Quantitative	To digitise current process, removing double-keying into multiple systems.	Removal of risk of errors due to removal of manual double-keying of information.	Open	Unknown	38,730 jobs raised 23/24 approximately 90% would have been double keyed	31-Mar-24	100%	As double-keying will be completely removed, 100% reduction in risk of errors.	15-Dec-24	30-Jun-25	-	🟢	Jan-25	Billy Andrew
Our Workforce	Talentlink (Recruitment Process Improvement)	2: Baseline and Planning	Non-Cashable	Qualitative	Removal of double keying and transfer of key processes to a single-platform digital solution.	Reduction in lead time for the completion of the Vacancy Management Process.	Open	N/A	This is the average time taken to complete the process for PVG and non-PVG posts.	31-Mar-24	-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	01-May-25	31-May-25	-	🟢	Oct-24	Noemi Cecconi
Our Workforce	Talentlink (Recruitment Process Improvement)	2: Baseline and Planning	Non-Cashable	Qualitative	To improve reporting capability through information being held on one system.	Reduction in time taken for the creation of weekly reporting.	Open	65	Time in minutes taken each week to produce reports and analytics.	31-Mar-24	0	Reporting should be automated, reducing the time required for staff to run reports by approximately 65 minutes per week.	01-May-25	31-May-25	-	🟢	Oct-24	Noemi Cecconi
Our Workforce	Talentlink (Recruitment Process Improvement)	2: Baseline and Planning	Non-Cashable	Qualitative	To improve the user experience for hiring managers with full end-to-end recruitment journey.	Improvement in hiring manager (user) satisfaction/experience.	Open	N/A	Currently not measured in terms of tangible data. Anecdotal feedback is that current process is clunky and not intuitive.	31-Mar-24	Not Defined	Satisfaction Survey to be issued post-go live to measure and capture user feedback.	01-May-25	31-May-25	-	🟢	Oct-24	Noemi Cecconi
Our Workforce	Service Review and Service Redesign	2: Baseline and Planning	Non-Cashable	Qualitative	Creation and implementation of a Service (Re)Design Framework and programme	Services report increased satisfaction with regards to a new, standardised process and toolkit.	Open	0	No baseline measurement but anecdotal feedback is mixed as there is currently no standardised process or requirement for Services to conduct reviews.	31-Mar-24	75%	75% + of respondents confirm improvement in the process.	01-Jun-25	01-Jan-26	-	🟢	Jan-25	Kevin Anderson

Transformation Enabling Projects

The following are "enabling projects" which are initiatives that create the foundation or necessary conditions for other projects or Council initiatives to take place. They do not necessarily deliver the same tangible benefits expected from the other transformation projects but instead provide the essential infrastructure, resource or capability required in order to successfully deliver the outcomes in dependent projects, as also listed below.

Priority Area	Project	Dependent Initiative(s)	Current Benefit Stage	Benefit Type	Benefit Category	Project Objective	Measurable Benefit	Benefit Status	Baseline	Baseline Description	Baseline Date	Target	Target Description	Anticipated Benefits Start Date	Target Realisation Date	Latest Measurement	Realisation Certainty RAG Status	Measurement & Status Date	Benefits Owner
Our Technology	Netcall Upgrade	<ul style="list-style-type: none"> • Telephony Platform • Customer Assistance Model • Customer Contact Platform 	3: Delivery and Tracking	Non-Cashable	Qualitative	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.	Improvement to system performance measured by reduction in Netcall support calls.	Open	2.67	Average number of support calls logged with Netcall per month since in a 12 month period.	30-Sep-24	2	25% reduction in average monthly support calls logged to Netcall	11-Dec-24	10-Dec-25	1	✔	Jan-25	Michelle Piper
Our Technology	Shared Drive to SharePoint (Records Management Resource)	<ul style="list-style-type: none"> • Sharepoint/M365 • Shared Drive to SharePoint Migration • Overall electronic data record compliance for the Council 	2: Baseline and Planning	Non-Cashable	Qualitative	To employ a temporary resource to assist in the classification and application of data labeling and retention of electronic records.	Improved data and records management compliance.	Open	-		31-Mar-24			01-Feb-25		-	✔	Jan-25	Deborah McVey
Our Workforce	Digital Training Suite	<ul style="list-style-type: none"> • Corporate Induction and ICT Training • Digital Skills • Staff Wellbeing 	2: Baseline and Planning	Non-Cashable	Qualitative	Provision of a Digital Training suite in County Buildings, bookable by all Services.	Increase number of employees upskilling through the utilisation of the facility.	Open	0	We do not currently have an onsite digital training facility that is available to all staff.	31-Mar-24	120	Number of bookings anticipated to be made, demonstrating the number of employees upskilling through the use of the facility.	01-Jun-25	01-May-26	-	✔	Jan-25	Stewart McCall
Our Workforce	Digital Training Suite	<ul style="list-style-type: none"> • Corporate Induction and ICT Training • Digital Skills • Staff Wellbeing 	2: Baseline and Planning	Non-Cashable	Qualitative	Provision of a Digital Training suite in County Buildings, bookable by all Services.	Improve employee satisfaction through the provision of the training suite.	Open	0%	We do not currently have an onsite digital training facility that is available to all staff.	31-Mar-24	90%	% of users of the facility reporting high satisfaction rates in its use and provisions. Users will be surveyed after using the facility.	01-Jun-25	01-May-26	-	✔	Jan-25	Stewart McCall
Our Workforce	Service Review & Service Redesign	<ul style="list-style-type: none"> • Workforce of the Future • Business Support Model • Outputs of the Service Reviews 	2: Baseline and Planning	Non-Cashable	Quantitative	Devise and develop a new Service (Re)Design Framework (including guidance and online toolkit)	Increase in the number of services that undertake the new (re)design process.	Open	5	Number of Services that have undertaken a Service Review using existing process in the last year.	31-Mar-24	20	Number of services that undertake Service (Re)Design	01-Jun-25	01-Jan-26	-	✔	Jan-25	Kevin Anderson