WORKING WITH PARTNERS
AND COMMUNITIES TO
MAKE LIFE BETTER

**south
AYRSHIRE
COUNCIL**

Service and Improvement Plan
2017 - 2018

Communities

Communities Service and Improvement Plan 2017-18

1.   Introduction

1.1   The Communities Service and Improvement Plan covers the period 2017-18 and sets out what we intend to achieve over the year based on the financial and other resources available to us.

1.2   This plan identifies anticipated challenges for the coming year and how we aim to meet them. It sets out the Council's vision, strategic objectives and strategic outcomes in relation to Communities and assesses how well we have performed in delivering our objectives in the past using the "How Good Is Our Council?" framework as a self-evaluation toolkit. This information has then been used to formulate actions and measures to track both service delivery and improvement. We have agreed challenging targets for the Service in order to continuously improve the way we work and to take account of the views and needs of our customers.

1.3   Although the next year presents challenges, by planning and monitoring our progress we aim to contribute to the achievement of the Council's Plan 2016-18 and the Single Outcome Agreement 2013/23.

2.   Profile

2.1   The Communities Service provides a wide range of services that have a clear focus on empowering people to make positive changes in their lives and their communities. It seeks to adopt an early intervention and prevention approach working with communities and partners, making best use of the collective resource to achieve positive outcomes. The service completed a full service review in 2015/16 and implemented the agreed recommendations in 2016/17. The specific services and functions include:

- **Support for communities through Community Asset Transfer, Community Benefits, Community Capacity Building, Community Councils, Community Engagement, Community and Village Halls, Community Transport, External Funding and Social Enterprises**. We work to strengthen communities and their ability to articulate local aspirations and priorities and to seek external funding to deliver local initiatives.   We also have a strong focus on community asset transfer and responding appropriately to the Community Empowerment (Scotland) Act 2015. Our 'Strengthening Communities Programme and Community Council training events have supported 143 people to gain skills in capacity building for the groups they represent.

- **Community Learning and Development and Young Scot Card Services** - Community learning and development improve the life chances of those most disadvantaged through a needs led partnership approach working in targeted communities. Over 2,000 adult learners are supported with literacy and numeracy skills, personal development, parenting and healthy lifestyles. English for speakers of other languages is building capacity for people to integrate into South Ayrshire life. Work with young people aged 10–25 engages over 4,000 young people in clubs and groups, events and forums. These activities are helping young people gain confidence, develop important skills for life, become active citizens and achieve success. Young Scot services provide youth information via the Young Scot web site and local youth media groups, with over 21,000 Young Scot Cards being used for proof of age, access to cashless catering in schools, and discounts in travel, retail and entertainment. SYP elections, the annual youth conference and the work of South Ayrshire Youth Forum is giving young people a voice in decisions that affect their lives.

- **Community Planning and Locality Planning** - Community Planning (CP) focuses on improving outcomes for South Ayrshire through strategic planning with a range of partners and delivery of the Single Outcome Agreement (SOA) with a focus on Economy, Employment and Sustainability, Health and Wellbeing, Community Safety and Integrated Children's Services.   We are supporting the development of locality planning for health and social care and for the Community Planning Partnership. This will foster a more targeted focus on the particular needs in the 6 agreed localities and 23

smaller neighbourhoods. In line with the new Community Empowerment Act, we are working to reduce inequalities and to develop a new Local Outcomes Improvement Plan (to replace the current SOA) and Local Place Plans. We are supporting community planning assuming the governance role for community justice.

- **Community Safety and reducing violence against women and children** - The Community Safety team works with partners and local communities to respond to an average of 70 community safety and antisocial behaviour concerns every year. Initiatives developed in response to these concerns focus on prevention and early intervention and the team support and work with around 1000 young people every year to encourage more positive activities in their community. The Multi Agency Partnership on Violence Against Women and Children agenda focusses on raising awareness of gender based violence, including Stalking, Sexual Exploitation and Domestic Abuse, and delivers key messages within schools and colleges. On average over 150 women are supported by the Additional Security Project each year and 1500 secondary school pupils and 100 staff receive education on violence against women and children. We also deliver the Reckless Driving Wrecks Lives campaign to 5th and 6th year pupils throughout Ayrshire.

- **Girvan Multifaceted Facility Project** - we lead on the community development aspects of the new leisure facility at Girvan habourside and will contract manage the Minute of Agreement between the Council and South Carrick Community Leisure which will underpin the revenue support being provided by the Council to the new facility.

- **Grants Support, LEADER programme (Ayrshire wide) and Participatory Budgeting** - The Communities Service manages the Ayrshire wide LEADER Programme and the Participatory Budgeting community grants programme. The LEADER Programme (2014-2020) has a confirmed allocation of £5.7m which is supporting local rural developments. Following a Service Review of Grants, we have developed and delivered a participatory budgeting approach to small grants allocation at locality planning level including levering in external funding to match the Council's contribution. The Communities team also supports the governance of SAWET land fill trust funds, the South Ayrshire Charitable Trust funds and support to some local community benefit companies allocating funding in specific areas.

- **Prevention, Early Intervention and Reducing Inequalities** – We are leading on early intervention and prevention work with a short-life working group formed with community planning partners with a particular focus on child poverty. We are also working on the Inclusive Growth strand of the Ayrshire Growth Deal.

2.2 These services are provided within an overall net revenue budget for the service of £3.1million for 2017/18, and are delivered utilising a workforce of 71 FTE. Further details of the revenue budget are set out within Appendix 3.

3. How are we doing?

3.1 As a Council we are working to implement the 'How Good is our Council' framework' and over the last year this has continued to be reflected within our Leadership Engagement events. During 2016-17 each service made a robust evaluation of two of the Quality Indicators (QIs) within the framework, namely QI 2.1 Impacts on Service Users and QI 5.4 Improving the quality of services to stakeholders. The 2015-16 evaluation against Q1.1 Improvements in Performance has also been reviewed and revised. The overall evaluations against each of these QIs and the supporting narrative summaries are set out below:

3.2 **QI 1.1 Improvements in performance: Evaluation – Good**

The Communities Service performance information demonstrates high levels of success against both local and national objectives in most areas and an analysis of 3 year trend data shows that adults and young people from targeted communities are improving their life chances:

Community Based Adult Learning. Since 2013 CLD have recorded:

- 6,388 contacts with adults in local communities improving literacy, parenting, employability and health and wellbeing outcomes.
- An 8% increase in adults gaining accreditation across a range of learning e.g. industry recognised and SCQF leveled.
- An 84% customer satisfaction level with the service received.
- Positive impacts of learning with participants identifing gaining knowledge (89%) learning a new skill (87%) and an improvement in their employment situation (74%) as a consequence of CLD input.
- A 61% increase in Ayr North residents participating in adult learning with 47% of those attending achieving accreditation with an increase of 60% progressing to FE, training or volunteering.

Youth Work. Since 2013 CLD have recorded:

- 48,731 contacts with young people, engaging in positive activity that has improved health and wellbeing, developed active citizenship and increased achievement.
- A 28% increase in young people gaining awards for leading and participating in activities that benefited their peers and wider community.
- 98% of young people feeling safe and welcome in youth work programmes
- Positive impacts of learning with young people identifying gaining knowledge and skills (90%), being successful (88%) and increased confidence (77%) as a consequence of CLD input.
- A 46% increase in young people saying that they are actively engaged in opportunities to influencing decisions affecting their local area.

Partnership Working.

- A 40% increase in local Learning Community partnerships, extending the range of community learning opportunities and improved targeting of resources.
- The production of a new Community Learning and Development Plan for South Ayrshire coordinating the work of partners to improve life chances and strengthen communities
- Co-ordinated action to reduce youth disorder (particularly in problem solving areas)
- 2379 young people engaged in Community Safety activities including Streetsport activity, the Youth Express Bus and education on new psychoactive substances, cycle maintenance, rugby, football and netball activity, and environmental projects 123 young people engaged in targeted work including the TAYP programme, grafitti removal, and environmental work including Castelhill Woods clean-up and Girvan woodland project.
- A total of 7 participatory budgeting events or 'Decision Days' have been held involving 833 local residents creating a new 'pathway' of local involvement in decision making. Local people voted on the allocation of small grants worth £122,500 to 155 local projects and groups benefitting local communities. Over two 'phases' comprising 12 'Decision days' funding of £253,500 has been identified, 23% of this is council funding and the remaining 77% has been levered in from external sources.
- Our 'Strengthening Communities' capacity building and development programme has delivered training to 143 members of local groups and community councils. A Community Council conference has also been held providing training and support to 38 community councillors

- We have co-ordinated action contributing to the reduction in road fatalities (16-25 years), with 2375 young people attending the Reckless Driving Wrecks Lives programme from across Ayrshire.

- Positive trends/feedback is evident in relation to Community Safety provision that continues to meet the needs of young people who are difficult to reach. This is balanced by similar positive feedback from communities/families who have raised concerns about young people locally and the perceived impact on personal and community safety.

- Overall the quality of learning, support to local communities and organisations across all sectors is positive, as is the quality of management and support to staff and this is validated through formal inspections.

3.3 **QI 2.1 Impacts on Service Users: Evaluation – Good**

- Communities' staff have a strong culture of engagement and involvement with stakeholders, who are treated equally and fairly. Stakeholder involvement at the planning stage of activity ensures needs and priorities are met.

- There are consistently high satisfaction rates with the Communities service, with stakeholders routinely providing feedback. Participants and partners report very positively about their participation across services. The person centred quality assurance approaches used is involving participants in the development and delivery of services.

- There is a need to further embed joint approaches across Communities to systematically record impacts on service users.

- 6 new locality planning groups established across South Ayrshire are well established and are forming the basis for wider community engagement and representation

- 16 problem solving groups were supported in local communities, with 10 areas provided with additional re-deployable CCTV and 465 targeted patrols by Community Safety Officers.

- 40 initiatives were developed with local communities and partners to address community safety and antisocial behaviour issues.

- The Community Safety team dealt with 50 antisocial behaviour complaints.

3.4 **QI5.4 Improving the quality of services to stakeholders – Evaluation – Good**

- There are effective arrangements for quality assurance and improvement across Communities. This includes productive support and challenge for staff and stakeholders through one to one and team meetings. Yearly evaluations with stakeholders through local and strategic partnerships to inform planning for improvement.

- Reporting to stakeholders is being achieved through local community and wider area events that engage and celebrate achievement and offer transparency in dispersing grant funding. Whilst there are very effective arrangements for quality assurance and improvement across Communities, there is a need to improve consistency and systematise the approach.

- Social enterprise support has been offered to 38 organisations working in South Ayrshire and a number organisations are now being supported in working towards community asset transfers. Place based approaches in Maybole and more recently in Prestwick have also seen a marked increase in community and social enterprise led interventions resulting in significant external funding successes.

- Co-ordinated action has contributed to the reduction in road fatalities over last three years.

- We have developed a Community Safety Partnership Strategic Needs Assessment.

- We have co-ordinated the development of MAP Strategic Plan reflecting National Guidance.

- We have established Sexual Exploitation Joint Action Group and action plan.

3.5   Areas identified for improvement are being taken forward both within this Service and Improvement Plan, within the supporting Team Plans and through the Performance and Development Review process.   The following is a brief summary of key areas for improvement from this latest evaluation which have been prioritised within the Communities Service:

- More intense focus on targeted adults in SIMD area and delivery of bespoke programmes that are focused on improving health and wellbeing and digital upskilling to access Welfare reform. This will result in a reduction in numbers of adults we are engaging with and achieving accreditation.

- Following the recent ICS inspection and the Community Empowerment legislation, we will work with the Council and its partners to develop opportunities for young people and communities to shape policy, planning and service development.

- Improving consistency in approach across the Communities Service.

4.   The challenges we face.

4.1   The challenges we face as a Council and a Partnership have been explored in detail within the Council's Plan and the Single Outcome Agreement. These will be revisited as part of the process to develop the new Local Outcomes Improvement Plan

The principal challenges we face as a service over the course of this plan are:

External

- Delivery of new legislative requirements from the Community Empowerment Act 2015, particularly new responsibilities for community planning which involve significant input from partners at a time of downsizing across the public sector;

- Managing expectations of communities in terms of pace and scale of projects particularly in terms of what emerges from charrettes since many of the projects are long-term;

- Ensuring that prevention and early intervention approaches remain a priority to the Community Planning Partnership despite budget pressures thereby ensuring that we move towards lowering longer term public sector demand and spend.

- Minimising the impact of BREXIT on delivery of the LEADER programme and ensuring compliance during the BREXIT negotiation phase.

Internal

- The next phase of locality planning work with the focus broadening out from health and social care into other aspects of community planning and ensuring that we balance momentum with not over burdening volunteers on the LPGs.

- The need to continue to support other services in their engagement with communities to ensure that it is in line with the national standards and that consistency of approach is achieved throughout the Council.

- Ensuring that the work of Communities dovetails with emerging agendas in other services particularly children's services and community justice.

Opportunities

- Community Empowerment legislation provides the opportunity for community planning to engage all partners in a forward agenda and focus community planning on a smaller number of key activities;

- Levering in external resources into South Ayrshire communities building on charrettes and through the work of external funding officer;

- Improving outcomes particularly for young people through early intervention and prevention work.

4.3   Our responses to these challenges and our review of how we are currently doing are reflected in our detailed planning to deliver on the Council's Strategic Outcomes.

5. Council Vision, Strategic Objectives and Strategic Outcomes

5.1 As a Council we are committed to our vision of **"Working with our partners and communities to make life better in South Ayrshire".**

5.2 The Council's strategic objectives are that **we will work in partnership to maximise the potential of:**

- **Our local economy**

- **Our young people**

- **Our adults and older people**

- **Our communities**

- **Our environment; and**

- **Improve the way that we work as a Council.**

5.3 In pursuit of these, we will directly contribute towards the achievement of the following strategic outcomes:

- Businesses and social enterprises are supported to thrive and expand

- The proportion of young people and adults with relevant qualifications is increased

- Communities are supported to become empowered

- People feel safer

- Minimise the impact of inequalities

- People have healthier lifestyles, including more exercise

- Transformational change and improvement driven by a performance improvement culture and self-evaluation, with all services systematically reviewed using a standard methodology every 5 years.

6. Detailed Plan

6.1 How we intend to contribute to the Council Strategic Outcomes is set out in the detail in tabular form at the end of this document, where we set out the key actions that we intend to take forward and the performance measures and targets that we will use to evaluate our progress.

6.2 These have been specified and sequenced in a manner that will allow us to work effectively and efficiently, making the best use of the resources available to us. They include the improvement activity we have prioritised from our self-evaluation and the review activity that we are committed to as part of the Council's systematic review of all services.

6.3 They have also taken account of the following aspects that inform our decision making and help ensure that we take account of the context in which we operate, reflecting what could impact on our plans and what could enrich and add value to how we take them forward:

- **Risk Management** – Risk registers underpin the achievement of the Council's Strategic Outcomes and the pursuit of service specific issues. These help to evaluate and assess the risks we face in delivering our plans, and help us to identify and progress mitigating actions to help ensure their successful delivery. A service specific risk register is in place in support of this plan and is updated on a quarterly basis.

- **Equalities** – In pursuing our strategies, plans and policies, we undertake Equality Impact Assessments to ensure that we are aware of the equalities impacts, seeking to optimise them and identifying mitigations and further research and actions where necessary.

- **Sustainability** - In pursuing our strategies, plans and policies, we consider the extent to which we wish to pursue is sustainable and undertake Strategic Environmental Assessments where required.

- **Consultation** – We look to engage with the community and service users in developing our services and plans, and are committed to following best practice as identified within the Council's Community Engagement Strategy.

7. Resource Management

7.1 Crucial to the achievement of this plan will be ensuring that the appropriate resources are in place to deliver the services and commitments it contains, and that these resources are managed effectively within the agreed budgets and parameters set for them.

7.2 The Revenue Budget for the service for 2017-18 is set out in Appendix 3, including specific efficiency and service review commitments that will be delivered over the course of the year.

7.3 Particular attention will also be paid to 'continuing to improve procurement', an initial commitment to this having been the identification of a schedule for the service of all those contracts that will require action over the course of the plan.

8. Governance

8.1 This Service and Improvement Plan will be subject to approval by Members as part of the agreement of the Council Plan. Progress will be updated through Covalent on a quarterly basis to allow review and formal reporting. It will inform the Council's year end Annual Performance Report and Public Performance Reporting.

Appendices:

1 Detailed Plan Format

2 Glossary of terminology and abbreviations used in the Plan

3 Revenue Budget for 2017-18, including efficiency and service review commitments

Appendix 1: Detailed Service and Improvement Plan

1 Working in partnership to maximise the potential of our local economy

SO1.2 Businesses and social enterprises are supported to set up, thrive and expand

Key Performance Measures	2014/15 Value	2015/16 Value	2015/16 Scottish Ave	2016/17 Value	2016/17 Target	2017/18 Target
SO1.2 08 Number of new jobs created by social enterprises with support from the Council	43	13	N/A	11 YTD	17	15
SO1.2 09 Number of social enterprises receiving mentoring and support via the Council	43	N/A	N/A	38 YTD	10	40
SO1.2 11 Number of social enterprises assisted by the Council surviving more than 2 years	N/A	23	N/A	34 YTD	18	40

Key Action	Sub-Actions	Managed By	Original Due Date	Current Due Date	Progress	Status
CM 3 Social Enterprise Support Activity	CM 3.2 Develop link with local social enterprises to third party sector support mechanisms such as Firstport to help link to external support and funding sources	Gus Collins	31-Mar-2018			
	CM 3.3 Work with Maybole Community Council and appropriate partners to prepare a stage 2 bid to the Heritage Lottery Fund	Claire Monaghan	31-Mar-2018			
	CM 3.4 Engage with relevant services to ensure that the Council's role in the Maybole Regeneration project and the anticipated financial contribution factored into the bid is realistic.	Claire Monaghan	31-Jan-2018			

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SO1.3 The proportion of young people and adults with relevant qualifications is increased						

Key Performance Measures	2014/15	2015/16	2015/16 Scottish Ave	2016/17	2016/17	2017/18
	Value	Value		Value	Target	Target
SO1.3 14 Number of adults that have improved their literacy skills (includes ESOL)	1,295	1,095	N/A	998	1,284	1,000
SO1.3 15 The numbers of adults receiving accreditation through Community Based Adult Learning (CBAL). (The target has been reduced because there has been a shift to more targeted, earlier engagement and family learning programmes, not all of which have been accredited).	335	417	N/A	259	423	250
SO1.3 16 Number of young people achieving accreditation through youth work	288	500	N/A	409	365	365

Key Action	Sub-Actions	Managed By	Original Due Date	Current Due Date	Progress	Status
CM 5 Implement our Community Learning Development Plan	CM 5.2 Ensure the actions in the Community Learning Development Plan which address identified key challenges are delivered	Margaret Burns	31-Mar-2017	31-Mar-2019	75%	▶
CM23 Identify progression routes for targeted adults through the Lifelong Learning Partnership	CM23.1 Work with partners to improve coordination of management information systems to better track outcomes and progression routes for adult learners	Margaret Burns	31-Mar-2019			
CM24 Through the Youth Strategy Implementation Group, support young people and partners to apply accreditation to youth work	CM24.1 Through training and support, ensure that appropriate awards are used to recognise young people's contribution – including Youth Achievement and Dynamic Youth awards	Margaret Burns	31-Mar-2019			
CM25 Deliver the Connecting Communities LEADER funded project for Annbank, Mossblown and Tarbolton	CM25.1 Establish the project and set up: • A bike and parent car share scheme • Youth led initiative's and activities • Intergenerational programmes	Margaret Burns	31-Mar-2019			

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4 Working in partnership to maximise the potential of our communities						
SO4.1 Communities are supported to become empowered						
Key Performance Measures	**2014/15** **Value**	**2015/16** **Value**	**2015/16** **Scottish Ave**	**2016/17** **Value**	**2016/17** **Target**	**2017/18** **Target**
SO4.1 01Percentage of adults agreeing that they can influence decisions affecting their local area (Scottish Household Survey)	10%	10%	24%	N/A		
SO4.1 02 Percentage of young people agreeing that they can influence decisions affecting their local area (This is counted through CLD provision not SA1000)	21%	26%	N/A	**11%**		
SO4.1 03 Proportion of South Ayrshire 1000 participants who consider it to be easy to influence decisions about the delivery of public services in their local area /neighbourhood			N/A	N/A	26%	26%
SO4.1 04 Number of applicants receiving grant support via Participatory Budgeting	N/A	N/A	N/A	**155 YTD**	Context	Context
SO4.1 05 Number of participants at Decision Days	N/A	N/A	N/A	N/A	1,200	1,500
SO4.1 06 Value of funding administered through participatory budgeting	N/A	N/A	N/A	N/A	£200,000	£500,000
SO4.1 07 Percentage of participants stating that the projects would be good for the neighbourhood (surveys at PB events)	N/A	N/A	N/A	**100% YTD**	100%	100%
SO4.1 08 Percentage spend of South Ayrshire wide grants fund	N/A	N/A	N/A	N/A	100%	100%
SO4.1 09 Amount of external funding levered in with support of external funding officer post (cumulative) Target £250,000	N/A	N/A	N/A	N/A	£250,000	£250,000
SO4.1 10 Number of community based organisations supported to make external funding bids	N/A	N/A	N/A	**151 YTD**	Increase	Increase
SO4.1 11 Number of Participants taking part in 'Strengthening our Communities programme of capacity building training and development	N/A	N/A	N/A	**143 YTD**	70	150
SO4.1 12 Number of neighbourhoods and areas covered by a charrette or local action plan that has been prepared or reviewed within the last three years.	N/A	22	N/A	**24 YTD**	24	25
SO4.1 13 Number of follow up projects activated as a result of place based approaches	N/A	N/A	N/A	N/A	5	10
SO4.1 14 Value of LEADER funding secured for projects within South Ayrshire	N/A	N/A	N/A	N/A	£600,000	£600,000

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Key Action	Sub-Actions	Managed By	Original Due Date	Current Due Date	Progress	Status
CM 1 Deliver the next Ayrshire LEADER rural development programme	CM 1.2 Support the LEADER Local Action Group (LAG) to deliver the positive outcomes via five key themes and ensure compliance with the LEADER Service Level Agreement	Claire Monaghan	31-Mar-2017	31-Mar-2018	75%	▶
	CM 1.3 Support the development of the rural crowd funding initiative within the LEADER programme	Claire Monaghan	01-Oct-2015	31-Mar-2018	80%	⚠
CM10 Development and implement Community Asset Transfer Policy	CM10.3 Support community based organisations with community asset transfers including governance and business planning.	Gus Collins	31-Mar-2018	31-Mar-2018	65%	▶
CM11 Maximise the benefit of additional funding for participatory budgeting/Local Decision Days	CM 11.3 Develop and deliver external funding workshops as a follow on support to PB decision days.	Gus Collins	31- Mar-2018			
CM20 Support and develop locality based representative structures	CM20.1 Support the further development of locality planning groups and ensure their contribution to the development of the Local Outcome Improvement Plan and Local Place Plans	Gus Collins	31-Mar-2017	31-Mar-2018	95%	▶
	CM20.2 Review support arrangements for Community Councils including the impact of boundary changes, the role of link officers and the involvement of 16 and 17 year olds	Gus Collins	31-Mar-2017	31-Mar-2018	85%	▶
CM21 Oversee implementation of the Community Planning related provisions of the Community Empowerment (Scotland) Act (2015)	CM21.1 Develop a Local Outcomes Improvement Plan for South Ayrshire in line with legislative requirement	Claire Monaghan	30-Sep-2017	30-Sep-2017	50%	▶
	CM21.2 Develop Local Place Plans focused on reducing inequalities, in line with legislative requirements.	Claire Monaghan	30-Sep-2017	30-Sep-2017	40%	▶
	CM21.4 Support communities to take on assets and make applications to the Community Halls Fund	Claire Monaghan	30 Mar-2018			
CM22 Oversee the transfer of accountability for Community Justice to Community Planning	CM22.3 Develop and implement new reporting arrangements between Community Justice Ayrshire and the Community Planning Board	Valerie Stewart	30-Sep-2017			
CM26 Contribute effectively to the Integrated Children's Service work	CM26.1 Ensure that the Youth Strategy work supports the Integrated Children's Services work particularly in terms of young people being involved in reviews of service delivery and young people being engaged in the democratic process.	Margaret Burns	31-Mar-2018			
	CM26.2 Provide support to the Realigning Children's Services process	Claire Monaghan	31-Mar-2018			

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SO4.2 People feel safer						

Key Performance Measures	2014/15 Value	2015/16 Value	2015/16 Scottish Ave	2016/17 Value	2016/17 Target	2017/18 Target
SO4.2 01 Percentage of adult residents stating they feel 'very safe' or fairly safe' when walking alone in the local neighbourhood after dark (Scottish Household Survey)	91%	89%	85%	N/A	Increase	Increase
SO4.2 03 Number of 16-25yr olds killed or seriously injured in road collisions in South Ayrshire	NEW	4	N/A	N/A	0	0
SO4.2 04 Rate of 16-25yr olds killed or seriously injured in road collisions in South Ayrshire (per 10,000 population)	NEW	3.5	N/A	N/A	reduce	reduce
SO4.2 05 NEW Number of 16/17 year olds taking part in Reckless Driving Programme	2,375	2,125	N/A	N/A	2,125	2,125
SO4.2 06 Rate of fatal and serious casualties injured in road traffic collisions per 10,000 population	3.7	4.9	N/A	3.3 (Q1-Q3)	Reduce	Reduce
SO4.2 19 Rate of domestic abuse incidents reported to police per 10,000 population	114.7	99.3	N/A	69.3 (Q1-Q3)	Context PI	Context PI
SO4.2 27 Number of community safety problem solving groups.	22	16	N/A	19 (Q1-Q3)	19	19
SO4.2 28 Number of young people participating in targeted Community Safety initiatives	64	114	N/A	N/A	70	70
SO4.2 29 Number of young people involved in diversionary activities	2,064	2,692	N/A	N/A	2,700	2,700
SO4.2 30 Number of areas covered by re-deployable CCTV.	16	12	N/A	N/A	20	21
SO4.2 31 % of young people who reduce their offending behaviour as a result of participating in targeted community safety initiatives within 6 month period	N/A	38%	N/A	N/A	Increase	Increase
SO4.2 32 No of targeted patrols carried out in local communities	668	465	N/A	N/A	470	480
SO4.2 33 No of graffiti removals	4	27	N/A	N/A	25	20
SO4.2 34 No of school litter patrols	108	74	N/A	N/A	80	80

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Key Action	Sub-Actions	Managed By	Original Due Date	Current Due Date	Progress	Status
CM12 Implement Community Safety Action Plan	CM12.5 Work with partners to identify and deliver joint action plan related to community justice at a South Ayrshire Level	Linda Warwick	31-Mar-2018			
	CM12.6 Review and discuss evaluation of problem solving groups at Community Safety Partnership, and implement recommendations for action	Linda Warwick	31-Mar-2018			
CM13 Provide a targeted community safety service to improve community safety and reduce antisocial behaviour in communities	CM13.2 Develop new programmes to support young people to engage in positive activities based on evaluation results and impact assessment.	Linda Warwick	31-Mar-2016	31-Mar-2018	85%	▶
	CM13.3 Review how the problem solving approach can be used effectively in the context of Locality Planning	Linda Warwick	31-Mar-2016	31-Mar-2018	88%	▶
	CM13.5 Review systems and processes to support work with young people linked to Named Person and ASB Legislation	Linda Warwick	31-Mar-2018			
CM14 Refresh and Develop the Violence Against Women Action Plan	CM14.3 Work with partners in CP and ASP to review and develop the work of the Sexual Exploitation sub-group	Linda Warwick	31-Mar-2018	31-Mar-2018	75%	▶
	CM14.4 Work with partners to on developing VAW local indicators in the context of the VAW Action Plan and the Equally Safe Strategy	Linda Warwick	31-Mar-2018			

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	SO4.4 Minimise the impact of inequalities					
Key Action	**Sub-Actions**	**Managed By**	**Original Due Date**	**Current Due Date**	**Progress**	**Status**
CM17 Develop strategic approach to reducing inequalities	CM17.7 Implement the South Ayrshire Prevention and Early Intervention Work Programme and support the Council and Community Planning's Consideration of the Scottish Government Poverty Action Plan	Claire Monaghan	31-Mar-2017	31-Mar-2017	50%	▶
	CM17.8 Work with Community Planning partners to mitigate the effects of Child Poverty in South Ayrshire using a Prevention & Early Intervention approach	Valerie Stewart	31-Mar-2017			
	CM17.9 Following a petition to the Public Processes Panel, to continue to work with community planning partners to develop options for delivering meals during the holidays to children entitled to free school meals.	Claire Monaghan	31-Jul-2017			
CM27 Through the Lifelong Learning strategic partnership, improve core skills for everyday learning and reduce inequality	CM27.1 Develop the new Adult Literacy 2017 -20 strategy in conjunction with the new Educational Services Lifelong Literacy strategy and ensure it includes increased ICT availability in learning centre that support's online access to welfare reform and provides pathways to other learning.	Margaret Burns	31-Mar-2018			
CM28 NEW Lead learning community partnerships in coordinating response to meet identified need	CM28.1 Work with partners, including key schools, to deliver community based learning programmes that support closing the attainment gap and improve life chances for adults and young people	Margaret Burns	31-Mar-2019			
CM29 Through the Youth Strategy Implementation group, deliver Integrated Children's Service plan target's	CM29.1 Increase the opportunities for young people to participate on an equal and inclusive (key focus on rural and SIMD communities, and increased activity for LGBT, mental health and disability)	Margaret Burns	31-Mar-2020			
CM30 Working with the Heads of Communities in the other Ayrshires, develop the inclusive growth work stream of the Ayrshire Growth Deal and the co-hubs project	CM30.1 Input to the development of the business case for the community hubs projects.	Claire Monaghan	31-Mar-2018			
	CM30.2 Input to the Inclusive Growth Diagnostic workstream of the Ayrshire Growth Deal work.	Claire Monaghan	31-Mar-2018			

Appendix 1: Detailed Service and Improvement Plan

SO4.5 People have healthier lifestyles, including more exercise						
Key Action	**Sub-Actions**	**Managed By**	**Original Due Date**	**Current Due Date**	**Progress**	**Status**
CM15 Provide a new community, sport and leisure facility at Girvan	CM15.4 Support the transition phase of the Quay Zone into full operation	Claire Monaghan	31-May-2017			
	CM15.5 Ensure good contract management of new arrangements and adherence to the Minute of Agreement	Claire Monaghan	31-Mar-2018			
CM31 Through the Youth Strategy Implementation group, deliver Integrated Children's Service plan target's	CM31.1 Improve the support for young people's emotional wellbeing and reduce concerns raised by young people ('Say it Out LOUD' Survey)	Margaret Burns	31-Mar-2020			

6 Improve the way that we work as a Council

SO6.5 Transformational change and improvement driven by a performance improvement culture and self-evaluation, with all services systematically reviewed using a standard methodology every five years;						
Key Action	**Sub-Actions**	**Managed By**	**Original Due Date**	**Current Due Date**	**Progress**	**Status**
CM19 Service Reviews - Communities	CM 19.2 Implement the decisions arising from the Communities Review.	Claire Monaghan	30-Apr-2016	31-Aug-2017	76%	🔺
	CM 19.4 Implement the decisions arising from the Grants Review	Claire Monaghan	30-Apr-2016	31-May-2017	92%	▶
CM32 Expand the PB approach to accommodate the £0.5m investment made in 2017/18 to ensure maximum effectiveness of the spend	CM32.1 Liaise with the locality planning groups chairs on effective local approaches which align with local action plans and locality planning group priorities	Claire Monaghan	31-Mar-2018			
CM33 More intense focus on targeted adults in SIMD area and delivery of bespoke programmes that are focused on improving health and wellbeing and digital upskilling to access Welfare reform. This will result in a reduction in numbers of adults we are engaging with and achieving accreditation	CM33.1 Deliver adult learning programmes based on need and local priorities. This will include parenting and family learning programmes that develop building positive relationships and resilience and programmes that, empower individuals to make positive changes in their lives.	Margaret Burns	31-Mar-2018			
CM34 Following the recent ICS inspection and the Community Empowerment legislation, we will work with the Council and its partners to develop opportunities for young people and communities to shape policy, planning and service development.	CM34.1 Promote and assist services to engage young people in reviews of policy and strategy and to evidence impact.	Margaret Burns	31-Mar-2018			
CM35 Improving consistency in approach across the Communities Service	CM35.1 Develop quarterly meetings across the communities service to share information on issues and good practice and ensure learning is transferred from one areas to another.	Claire Monaghan	31-Mar-2018			

Appendix 2: Glossary of terminology and abbreviations used in the Plan

Term or abbreviation	Explanation
CA AGM	Community Asset Annual General Meeting
CBAL	Community Based Adult Learning
CLD	Community, Learning and Development
Community Asset Transfers	Community Asset Transfer involves the transfer of ownership and/or management of land or buildings from a statutory body (such as a local council) to a community based organisation or group (such as a charity or community interest company) at less than market value for local social, economic or environmental benefit.
Community Empowerment Act	The Community Empowerment (Scotland) Act received Royal Assent on 24 July 2015 and is a significant step towards communities having greater influence or control over things that matter to them. It's main provisions in relation to communities are: **Participation request consultation, focus groups and SCDC briefing** As part of the Act, participation requests provides a process for communities to request to work alongside public sector bodies to improve outcomes, and sets out duties on how public service authorities deal with such requests. **Right to buy abandoned land** The 2015 Act extended powers present in the 2003 Land Reform (Scotland) Act, namely giving urban organisations access to RtB, allowing other types of community organisations access and giving communities the right to buy if land is "without a willing seller, wholly or mainly abandoned or neglected, or the use or management of the land is causing harm to the environmental wellbeing of the local community." **Asset Transfer** The Asset Transfer section of the Act seeks to enable community bodies to apply to buy, lease, manage or simply use land and buildings owned by public authorities **Community Planning** As part of the Act, Community Planning Partnerships were formalised, requiring them to exist in every Scottish local authority
Community Planning partnerships /CP	Community Planning Partnerships (CPPs) are responsible for Community Planning and were set up as a statutory framework by the Local Government in Scotland Act 2003. The Act places duties on: Local authorities - to initiate, facilitate and maintain Community Planning, including consulting and cooperating with communities; Core partners - Health Boards, the Enterprise Networks, Police, Fire and Regional Transport Partnerships - to participate in Community Planning; and Scottish Ministers - to promote and encourage Community Planning. As well as the statutory partners Community Partners (CP) include a wide range of other organisations such as Jobcentre Plus, Further and Higher Education institutions and Scottish Natural Heritage are involved in CPPs, as are the third and private sectors.

Appendix 2: Glossary of terminology and abbreviations used in the Plan

Term or abbreviation	Explanation
CSP	Community Safety Partnership (CSP) South Ayrshire Community Safety Partnership is a theme group of South Ayrshire Community Planning Partnership.
EIA	Equality Impact Assessment. A Council agreed approach used to assess the impacts of strategies, plans and policies.
ESOL	English Speakers of other Languages
FTE	Full Time Equivalent. Used in relation to counting employee numbers.
ESOL	English for Speakers of Other Languages
HGIOC	How Good is Our Council? Self-evaluation toolkit based on European Foundation for Quality Management principles.
Hutton Report	Report on "Mapping Rural Socio-Economic Performance (SEP) by the Social Economic and Geographical Sciences Group (SEGS) of the James Hutton Institute
ICT	Information Communication Technology.
IT	Information Technology.
LAG	Local Action Groups (LAGs) administer LEADER funding and are a partnership made up of representatives from: The local council Local enterprise company Business people Other public agencies Voluntary action groups Community groups
LEADER	Liaisons Entre Actions de Development de L'Economie Rurale (LEADER) is a European Union funding initiative which supports rural initiatives. LEADER is Ayrshire wide with South Ayrshire operating as the lead partner.
Locality Planning	Locality planning is a key part of health and social care integration and is a legal requirement under the Public Bodies (Joint Working) (Scotland) Act, 2014. Locality Planning in the South Ayrshire will have two main purposes: 1.It will assess need, prioritise and plan how all resources, irrespective of their origin, can be best deployed in pursuit of the delivery of the National Outcomes for Health & Social Care; 2. It will deliver local services and support to the people (or communities) through the statutory, independent, or voluntary sectors, or directly from local communities themselves... A system for planning based on six localities has been adopted in South Ayrshire
MAP VAW	South Ayrshire Multi-Agency Partnership on Violence Against Women and Children

Appendix 2: Glossary of terminology and abbreviations used in the Plan

Term or abbreviation	Explanation
Participatory Budgeting	Participatory budgeting (PB) is a method of involving local people in deciding how, and where, public funds can be used to address local requirements.
PEEP	Parents as Early Educators Programme
RtB	Right to Buy
SA	South Ayrshire
SAC	South Ayrshire Council.
SMART	A term used in relation to commitments in plans, requiring them to be S - specific, M - measurable, A - attainable, R - relevant, T - time-bound.
SCQF	Scottish Credit and Qualification Framework
SHS	The Scottish Household Survey (SHS) is a survey of households across the whole of Scotland and is designed to provide up to date accurate data about the composition, characteristics and behaviour of individuals and households on a range of issues.
SOA	The Single Outcome Agreement (SOA) is of part of the Community Planning Process whereby the Community Planning Partners, including local authorities, agree the strategic priorities for their local area. Partners then deliver these priorities, individually or jointly, focussing on agreed outcomes...
SYP	Scottish Youth Parliament
VASA	Voluntary Action South Ayrshire
Whole System Approach	The "Whole System" approach involves putting in place streamlined and consistent planning, assessment and decision making processes for young people who offend, ensuring they receive the right help at the right time. The ethos of the whole system approach suggests that many young people could and should be diverted from statutory measures, prosecution and custody through early intervention and robust community alternatives. The Scottish Government has prioritised work that supports partners to take forward the development of the approach and provides guidance on its operation.

Service Expenditure subjective analysis Communities	2017/18 £
Employee costs	2,454,562
Property costs	475,385
Supplies & services costs	90,566
Transport costs	37,199
Administrative costs	72,127
Support Service Costs	0
Payments to agencies & other bodies	392,327
Transfer payments	0
Financing costs	0
GROSS EXPENDITURE	**3,522,166**
Income	434,973
NET SERVICE EXPENDITURE	**3,087,193**
The service revenue budget is inclusive of additional investment of:	0
The service revenue budget is inclusive of efficiency measures of:	0