

South Ayrshire Council

**Report by Assistant Director - People
to Service and Performance Panel
of 23 August 2022**

**Subject: Council Plan 2018-22 (2020 Mid-Term Refresh) -
January to March 2022**

1. Purpose

- 1.1 The purpose of this report is to allow Elected Members the opportunity to review progress made towards achieving the strategic objectives contained within the Council Plan 2018-22 (2020 Mid-Term Refresh).

2. Recommendation

- 2.1 **It is recommended that the Panel considers the progress through the narrative set out within [Appendix 1](#).**

3. Background

- 3.1 This report has been prepared to help evaluate progress against the Council Plan 2018-2022 (2020 Mid-Term Refresh). The Council Plan was extended by one year in January 2022. The completion dates of all incomplete actions have now been revised to reflect the extension to 31 March 2023.
- 3.2 The attached reports that 42 actions are now complete, 27 are on target and four are not on target, all narrative is available in [Appendix 1](#).
- 3.3 As set out in the [Performance Management Framework](#) (Updated January 2022 and as approved at the Service and Performance Panel on 8 February 2022), reports on the delivery of the Council Plan will be reported quarterly, however, many of the performance indicators are annual data collections and cannot be reported quarterly. Moving forward, in the next iteration of the plan, quarterly indicators and targets will be considered.

4. Proposals

- 4.1 Reporting on all of the strategic priorities will provide a more holistic overview of how all services are contributing to delivering the Council Plan. [Appendix 1](#) sets out performance against the strategic priorities:
1. Fair and effective leadership;
 2. Closing the gap;
 3. Grow well, live well, age well;
 4. South Ayrshire works;

5. Stand up for South Ayrshire; and

6. A better place to live.

4.2 The data has been refreshed to bring it up to date as far as is currently available for this Panel, reflecting the latest information as accessible to Members through [Pentana](#).

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report

5.2 There are no procurement implications arising from this report

6. Financial Implications

6.1 Not applicable.

7. Human Resources Implications

7.1 Not applicable.

8. Risk

8.1 Risk Implications of Adopting the Recommendations

8.1.1 There are no risks associated with adopting the recommendations.

8.2 Risk Implications of Rejecting the Recommendations

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

9. Equalities

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

10. Sustainable Development Implications

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

11. Options Appraisal

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

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12. Link to Council Plan

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

13. Results of Consultation

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

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

Background Papers **Report to Leadership Panel of 18 January 2022 – [Council Plan 2018-22 \(2020 Mid-Term Refresh Extension\)](#)**

Report to Service and Performance Panel of 8 February 2022 – [Council Plan 2018-22 \(2020 Mid-Term Refresh\) – October to December 2021](#)

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Date: 9 August 2022



South Ayrshire Council Plan 2018-22 (refreshed)

Quarter 4 2021/22 Progress Report





1 Fair and effective leadership

1.1 We will design our services with people at the heart


COPL 01.1a Redesign and rebuild the Council's website with a focus on delivering digital services and digital engagement.	Service Lead - ICT Enterprise Architecture	With the exception of Planning and 4 sections in HSCP, all content has now been moved to the new digital services platform. Both outstanding areas are in progress with HSCP moving to their own, separate website and both have a target for completion of mid-July. After this time we will move to switch off/decommission the old server.	95%		31-Oct-2022
COPL 01.1b Relocate Ayrshire Archives and Registration to a purpose build repository at South Harbour Street.	Service Lead - Democratic Governance	Registration services are still operating remotely which is more labour and time intensive. We are awaiting instructions from National Records of Scotland (NRS) on the future operating model of this service. The Council are processors and do not determine the operation aspects of the service. Once new ways of working are established and embedded within the service it will be able to move.	70%		31-Dec-2022

1.2 We will invest in our workforce for the future


COPL 01.2a Provide Service Leads with Workforce Planning support and advice.	Service Lead - Organisational Development and Customer Services	Annual workforce profiles have been issued to each Service Lead providing snapshot workforce information for their service area. Service Leads also have the facility to pull workforce information directly via the Oracle Service Reporting Tool. The profiles, alongside the Service Reporting Tool, will help Service Leads to consider broader workforce planning requirements, alongside more immediate and specific recovery planning. To provide further support, a new Workforce and Succession Planning Toolkit is now available on the Core. This provides Service Leads with further guidance on aspects such as horizon scanning, planning templates, and service case studies. We will enhance and expand the toolkit as national workforce guidance develops.	100%		31-Mar-2022
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<p>COPL 01.2b Create modern apprenticeship opportunities across South Ayrshire for our young people.</p>	<p>Service Lead - Thriving Communities</p>	<p>Employability and Skills continue to recruit Modern Apprentices for young people aged 16-19. We also offer Apprenticeship opportunities up to age 29 for people who are care experienced and/or with ASN.</p> <p>As part of our commitment to Corporate Parenting, young people who are care experienced or a young carer, can expect to be supported to access South Ayrshire Council's modern apprenticeships. These opportunities will be identified and ring-fenced for young people who are care experience or a young carer.</p> <p>We currently have 67 Modern Apprentices on our programmes, and they are based within the following vocational areas:</p> <p>Business Administration, Amenity Horticulture, Craft Trade, Social Services and Health Care, Social Services (Children and Young People, Youth Work, Sports and Leisure, IT, Active Schools, Sustainable Resource Management and Roads (Ayrshire Roads Alliance).</p> <p>Six of our Modern Apprentices (MAs) are Care Experienced and 17 MAs have an additional support need (ASN).</p> <p>We have recruitment planned for Amenity Horticulture, Business Admin and Youth Work in January/February 2022.</p> <p>Going forward we aim to offer a comprehensive Pre-apprenticeship programme as progression for our young people on our positive futures programme. This programme will allow for the trainee to have more targeted work experience within the sector they are applying for, start to look at the qualification they will be undertaking within the programme and any sector specific training they will be expected to undertake. They will get the opportunity to find out more about being an employee within the council and discuss the SAC values and have dedicated time to work on their application and interview skills.</p>	<p>100%</p>		<p>31-Mar-2022</p>
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1.3 We will plan well for the future using sound evidence and involve our communities


<p>COPL 01.3a Strengthen our tenants' voice through the implementation of our Tenant Participation Strategy.</p>	<p>Service Lead - Policy, Performance and Community Planning</p>	<p>The tenant participation team continue to support and assist involved tenants to participate in the housing service. Hybrid meetings have been trialled and continue to progress in order to establish a style which suit all tenants wishing to be involved. The tenant participation team are actively ensuring that they are working in partnership with other</p>	<p>75%</p>		<p>31-Mar-2023</p>
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		services to increase engagement across communities within South Ayrshire.			
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COPL 01.3c Conduct periodic reviews our HRA Business Plan in consultation with tenants, to identify investment priorities and inform the rent setting process.	Service Lead - Housing Services	In 2020/21 The Housing Revenue Account (HRA) Business Plan was reviewed and the outcome informed the options which were discussed with tenant representatives and contained in the rent setting consultation. The consultation results along with proposals for future rent setting for 2021/22 and beyond were considered by a Special Meeting of South Ayrshire Council on 20 January 2021. Council approved a 1.5% increase for 3 years on rents and other charges, a realignment of rents for 1-bedroom new build properties and a freeze on rental charges for other new build properties and homeless temporary accommodation. An ongoing annual review of the HRA Business Plan will be undertaken in consultation with tenant representatives.	100%		31-Mar-2022
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1.4 We will adapt our services to reduce inequalities and help the most vulnerable in our communities


COPL 01.4a Develop an integrated approach to Trauma-Informed Practice in partnership with Community Planning Partners.	Service Lead - Policy, Performance and Community Planning	The Trauma-Informed Practice Officer continues to work in partnership with other services to progress the 9 identified domains in the Strategic Implementation Plan. Various workstreams are developing proposals which will be presented to the Member Officer Working Group, when it is established.	30%		31-Mar-2023
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COPL 01.4b Review the Council's House Allocations Policy to make best use of available housing stock.	Service Lead - Housing Services	<p>The review of the Allocations Policy is progressing. Officers have continued to consider the various impacts of legislation and National protocols which must be factored in when assessing an individual need for housing. Officers have completed discussions with specific target groups to gather information on the needs and expectations of access to housing along with advice and information. The option to introduce an 'online housing application and advice module' has been approved. Officers are working alongside ICT and the software provider to tailor the package to meet local need, this is being progressed through the Council's Strategic Change Programme. The project start is scheduled for June 2022.</p> <p>The Officers working group has drafted proposals for the Allocation Policy along with the draft considerations around the policy document based on guidance from the Scottish Government for internal consultation. Once this work is completed, Officers will then progress to wider consultation with all interested parties. Taking account of the stages to be completed and the need for wider consultation on any</p>	65%		31-Dec-2022
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		agreed proposals, the target completion date for proposals to be presented for Council consideration is December 2022.			
COPL 01.4c Undertake a phased review of Benefits Services to ensure a responsive and customer focused approach is provided to support those affected by Welfare Reform.	Service Lead - Revenues and Benefits	Service Review proposals approved at Leadership Panel of 15 February 2022.	100%		31-Mar-2022
COPL 01.4d Develop a Social Lettings Service to support access to the Private Rented Sector.	Service Lead - Policy, Performance and Community Planning	Now in operation with service delivery, 1st property signed up and 1st tenant is pending completion of sign up process. Further work being done to procure more property and awareness raising of service	100%		31-Mar-2022

2 Closing the gap


2.1 We will create more training and employability opportunities for all young people


COPL 02.1a Continue to develop employability programmes for young people, including the WorkOut (WO) programme.	Service Lead - Thriving Communities	<p>The 2021/22 WO cohort has now completed the programme. A celebration event took place in all South Ayrshire Schools week beginning 21st March and were a great success. Each of the schools completed their Give Back Days. We have had 61 Young people who have completed WO! and their Steps to Work qualification. Some young people are continuing with their WO! Placement as it was agreed that it would be beneficial for them. Work is underway to start to identify the 2022/23 cohort of pupils.</p> <p>The Positive Futures Programme is running well. We have had 316 young people on Positive Futures from 1st April 2021 – 31st March 2022. 201 young people have progressed to a positive destination. We are offering a Bike Maintenance Group, Skills for Customer Care qualification, Digi Know Training, CSCS Group, Driving Group, Personal Development, Outdoor activities (Climbing Wall, canoeing etc) Allotment and Walking Group. We are also focusing on Dynamic Youth Awards. We are continuing to provide one to one support to young people and add to the groups depending on the interests of the young people to</p>	100%		31-Mar-2022
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		<p>help to engage and support them. We continue to offer work placements to allow young people to progress through the employability pipeline and have a focus on employer engagement and pre-apprenticeship programmes. We had 9 young people who recently progressed from the Greenkeeping & Grounds pre-apprenticeship programme onto a Modern Apprenticeship Programme.</p> <p>The Town Centre Squad is also up and running, providing a support and hands on placement experience for young people to help to prepare them for employment. There have been 33 young people who have taken part in the Town Centre Programme, 1 person has moved to full time employment, 1 person has secured an Amenity and Horticulture MA, six individuals have progressed from the programme leaving 25 currently taking part.</p> <p>The Team will continue to support young people in school to ensure there are employability programmes for them to progress to. The recent SLDR was published that 98.3% of young people in South Ayrshire progressed to a positive destination.</p> <p>There is also currently a focus on the Participation Measure to support to ensure that all young people from 16 – 19 years are supported in a positive destination. House visits and phone calls have been attempted for all individuals who are in an unconfirmed status and will progress to unemployment soon.</p>			
COPL 02.1b Implement the Educational Services Improvement Plan	Director of Education	In the context of ongoing disruption and significant pressure on schools due to the pandemic it is significant that satisfactory progress continues to be made in taking forward the Educational Services Recovery and Improvement Plan. Ongoing progress is monitored by the central team. There are clear targets and measures linked to the plan ensure that appropriate evidence and data will be gathered to support improvements.	30%		31-Mar-2023
COPL 02.1c Continue to work with partners to provide meals during school holidays to support activity clubs within local communities.	Co-ordinator – Community Safety	Over the October holiday period 675 meals were given out to young people throughout South Ayrshire. This provision was through an activity-based programme operated by Thriving communities, Whitlets Vic Football Club and The Carrick Centre were our main third sector partners in this holiday period. The programme was targeted at the communities of North Ayr, Barassie, Maybole, Girvan Glendoune.	100%		31-Mar-2022

		Because of the provision of free school meals payments over the Christmas holiday period there was no provision delivered over this time period.			
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2.2 We will work closely with partners to support looked after children and young people and young carers to reach their potential

COPL 02.2a Ensure young people leaving care do not have to access housing through the homeless system.	Service Lead - Policy, Performance and Community Planning	Officers from Housing Policy & Strategy, Housing Services and the Health and Social Care Partnership continue to work in partnership to review current practices and consider alternative housing solutions to prevent young people leaving care accessing the homeless system. The Youth Housing Support Group continues to be under review with new terms of reference being developed. Future housing pathways are being considered to ensure young care leavers do not required to access housing via the homeless system. The Housing Support Contract designed specifically for 16-25yr olds, including young care leavers continues to perform well and meet service needs.	60%		31-Mar-2023
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COPL 02.2b Implement the Child Poverty Action Plan to help close the opportunity Gap	Service Lead - Children's Services and Child Poverty	Work tackling child poverty is currently focussed on addressing food and fuel poverty, income maximisation and employability. The cost of living crisis is bringing this work into sharp relief nationally. A new national child poverty plan has been launched and work is being undertaken to refresh the South Ayrshire Child Poverty Plan to align with the new national plan and the current challenges facing families. The 2021-22 Child Poverty Annual Report is also being prepared. A child poverty engagement group has been created to facilitate inclusion of the lived experience into the child poverty agenda and to ensure planned. Linkages are being made to the inclusive growth and community wealth building strands of the Ayrshire Growth Deal.	70%		31-Mar-2023
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COPL 02.2c Work to improve the legal permanence journey for care experienced children.	Service Lead - Legal and Licensing	Legal Services is continuing to work with and support social work colleagues in particular around training and embedding processes.	85%		31-Mar-2023
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COPL 02.2d Work closely with Young People Support and Transition Team, Champions Board and Employability and Skill to improve outcomes for young people.	Service Lead - Thriving Communities	Thriving Communities staff continue to work in partnership with the Champions Board, Education and the Young People Support and Transition Team to support young people who are care experienced. CLD recently supported the Champions Board 3-day residential to Dumfries House. We also supported the residential trip to Inverclyde for	100%		31-Mar-2022
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		<p>care experienced young people and their families alongside Education Welfare Officers and Active Schools workers.</p> <p>Of the eight young people who joined our Care experienced Duke of Edinburgh Award Group in June 2021, all eight are still regularly attending. Six of them have completed their Bronze award in the last month and the other two just need to complete their expedition section (we hope to do this after the exams/before the school holidays. All eight are keen to progress onto the Silver award. Discussion are taking place about the possibility of starting up a new Bronze intake to take through as a group again - we have two young people signed up already.</p> <p>Our youth clubs for young people who are care experienced in Girvan and North Ayr continue to operate and provide young people with a safe space to build relationships, improve confidence and learn new life skills. Through the summer holidays we will offer spaces to the Champions Board on our weekly day trips.</p> <p>A group of 12 care experienced young people from QMA are taking part in our new Thriving Futures programme. The Thriving Future programme uses the power of sport and youth work to engage with vulnerable and disadvantaged young people and empower them to be confident, healthy and optimistic about their future. The programme is person-centred, youth-led and provides young people with positive experiences, inspiring role models and engaging social education.</p>			
COPL 02.2e Work with partners to improve employability outcomes for care experienced young people.	Service Lead - Thriving Communities	<p>We continue to work alongside partners to improve outcomes for Care Experienced young people. We work closely with Skills Development Scotland and Ayrshire College and we attend monthly tracking meetings to ensure young people who are engaging in further education are continuing to sustain. The School Leavers Destination Report (SLDR) showed that only two young people previously in a positive destination are no longer engaging with our service or attending college, the number of young people sustaining is positive destination is significantly higher since the team has been in place.</p>	100%		31-Mar-2022
COPL 02.2f Deliver targeted employability programmes for care experienced young people and a supported employment programme for young people with additional support needs.	Service Lead - Thriving Communities	<p>Thriving communities continue to offer the Care Experienced Guarantee for young people to achieve Modern Apprenticeships, this model has helped recruit four new additional MA's since February across various occupational areas.</p>	100%		31-Mar-2022


		<p>External funding for the Care Experienced Employability team ends in December 2022. E&S are currently trying to embed the service in to the core thriving communities staffing structure to ensure the service will continue beyond the funding. Outcomes for young people who are Care Experienced are now significantly higher than the national average since the team has been in place. (SLDR 2020/21).</p> <p>Tailored Jobs – Since January, two young people have progressed into Employment following a tailored job. A further two tailored jobs are currently being created and in process.</p> <p>Supported Employment Groups – Since January we have run Outdoor activities; Preparing for a Work Placement; Interview and Presentation Skills with Dynamic Youth Qualifications run alongside, CV Workshops, online Drop in, Gym group.</p> <p>Progressions from Supported Employment have included two young people into Modern Apprenticeships with Grounds and Greens, and 1 into external employment.</p> <p>We are currently working with Alex Begg & Co to create employment opportunities for young people with additional support needs on our programme as they are keen to support people from the local area.</p>			
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2.3 We will invest in our young people, raising attainment and creating modern and engaging places for our young people to learn


COPL 02.1b Implement the Educational Services Improvement Plan	Director of Education	In the context of ongoing disruption and significant pressure on schools due to the pandemic it is significant that satisfactory progress continues to be made in taking forward the Educational Services Recovery and Improvement Plan. Ongoing progress is monitored by the central team. There are clear targets and measures linked to the plan ensure that appropriate evidence and data will be gathered to support improvements.	30%		31-Mar-2023
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COPL 02.3a Continue to invest in new and improved technology for schools to enhance the environment that supports learning and teaching for children.	Service Lead - ICT Operations	Digital investment in technology continues to occur across the school's estate, with notable projects including the upgrade of internet content access and continued refresh of End User Devices.	75%		31-Mar-2023
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		<p>A recurring Education Strategy Group has also been initiated to both prioritise and drive forward ideas for future investment.</p> <p>Information is still to be provided in relation to the government initiative of "One Device for Every Child" which could have significant impact on the learning environment. We are awaiting further details on this initiative and this indicator should be placed on hold until information is made available.</p>			
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COPL 02.3b Build collaborative capacity across the South West to improve outcomes for learners by offering and facilitating peer to peer, school to school and authority to authority professional learning.	Director of Education	<p>The current South West Education Improvement Collaborative (SWEIC) Plan concluded at the end of March 2021 and a new plan will be published. Significant progress has been made since the first plan was published in 2018. Progress in closing the gap and assessment and moderation workstreams in particular has been strong. Collaboration is now becoming the default position in many areas. Leadership of the collaborative is passing to Dumfries and Galloway from June 2021. South Ayrshire will continue to play a strong role, however not leading, therefore this target can be considered completed.</p>	100%		31-Mar-2022
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2.4 We will work with communities to make the best use of the school estate by creating local hubs


COPL 02.4a Deliver a programme of projects to ensure our schools and other community hubs are placed at the heart of our communities, with the required services delivered from the most suitable sites.	Assistant Director - Place Directorate; Assistant Director - People Directorate	<p>Team now in place and delivering a range of projects to ensure our schools and community hubs are used as places for learning and engagement with our communities. Action now complete although work will be ongoing.</p>	100%		31-Mar-2022
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COPL 02.4b Deliver a targeted programme of family support including employment interventions, money and debt advice and onward referral to appropriate agencies within the school based local hubs.	Service Lead - Thriving Communities	<p>Opportunities for parents accessing the Evolve programme (LTU) have been discussed and shaped with advice and guidance from our PES Officer who has welfare rights knowledge and experience to undertake better off and what if calculations to ensure individuals and households will be better off when moving into work.</p>	100%		31-Mar-2022
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COPL 02.4c Continue to build new schools to improve the environment that supports learning and teaching for children and young people and to provide a base for local hubs in areas of highest deprivation.	Service Lead - Special Property Projects	Early works ongoing at Maybole Community Campus and will be complete Oct 2021. Main works underway at both Maybole and Prestwick Campuses.	100%		31-Mar-2022
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2.5 We will ensure the Council is sufficiently resilient and adaptable to changes that affect the lives of all residents especially those in poverty

COPL 02.5a Work with partners to respond to Scotland's 'Transition to Rapid Rehousing' for homeless and potentially homeless households.	Service Lead - Policy, Performance and Community Planning	<p>The Scottish Government issued their consultation on the Prevention of Homelessness Duties late December 2021. The Housing Policy and Strategy Team has issued a joint response with Housing Operations and has encouraged a range of relevant partner agencies to participate in the consultation and understand the duties that may be placed on them.</p> <p>ELT gave approval for the extension of all Housing First positions to be extended for 23 months to Feb 2024. This has allowed for the level 8 Housing First Officer to be re-advertised and hopefully the extension to the temporary contact with encourage more people to apply. A Housing First Support Worker post has also been advertised to replace a member of staff who has moved on. The Team Leader for Hostels and Supported Accommodation has been appointed and this post now has responsibility for the Housing First Service. This now allows the RRTP Officer to refocus on the action plan within the RRTP.</p> <p>There is work underway to create a service user group, to improve services for those leaving prison, identify clear pathways for those who give up a tenancy to go through rehab and consideration of other homelessness prevention measures.</p>	50%		31-Mar-2023
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COPL 02.5b Expand the Housing First service to meet the needs of people with experience of repeat homelessness and complex needs.	Service Lead - Policy, Performance and Community Planning	Prior to 1st April 2022 Housing First was supporting 32 people which meets with our policy targets. A Housing First Officer post has been advertised to oversee the day to day running of the service. In addition, a Housing First Support Worker has move onto another position and this post is currently advertised. At present the staff are working at more than capacity however this will be resolved when the support worker is in post. The service is also currently considering a "Step Down, Stand Down" procedure that will allow us to better assess the capacity for further people to be housed and supported via Housing First.	80%		31-Mar-2023
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<p>COPPL 02.5c Monitor customer need and trends to provide targeted information and advice services, adapting our approach as required.</p>	<p>Service Lead - Organisational Development and Customer Services</p>	<p>Annual data on customer trends has been analysed to target services and influence staffing arrangements for 22/23. We have seen a further annual increase in enquiries of 34% with a total of 29, 288 enquiries handled.</p>	<p>100%</p>		<p>31-Mar-2022</p>
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<p>COPPL 02.5d Support people who are furthest away from the labour market through each stage of the employability pipeline and into work.</p>	<p>Service Lead - Thriving Communities</p>	<p>Employability and Skills continue to support young people and adults who are furthest away from the labour market.</p> <p>Positive Futures offers employability support to young people from the age of 16 – 24 years. We have supported 316 young people from 1st April 2021 – 31st March 2022. With 201 progressing to employment or further education.</p> <p>Our European Social Fund (ESF) funded programmes which include Adult, PACE, Supported Employment, Youth Justice and Care Experience have supported 611 Individuals from 1st April – 31st March 2022. With 155 progressing to employment and a further 41 progressing further education/training.</p> <p>The all age and stage pipeline offer one-one, group work and tailored employability support. Provision is a blended approach of online and in person, officers have been able to utilise the Wallace Tower and other locality offices to support people and we have been able to reintroduce our employability hubs within the locality areas.</p> <p>Outdoor learning has improved health and well-being, and increased confidence of individuals and keep learners engaged which in turn have improved employability outcomes.</p> <p>There are opportunities to refer individuals to the Occupations Health Service SALUS. This is supporting individuals as part of an action plan to improve their health which supports their employability journey. We have supported individuals through SALUS from 1st April 2021 – 31st March 2022</p> <p>Young people have access to the TogetherallApp and this has been embedded within our registration process to ensure support is available to all young people, young people self-refer for this support.</p>	<p>100%</p>		<p>31-Mar-2022</p>
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3 Grow well, live well, age well

3.1 We will enhance collaborative working to maximise support and ensure all residents have the opportunity to be healthy, supported and safe

COPL 03.1a Deploy and actively market technology solutions to enable collaboration. Expand and upgrade shared technology services and data sharing between the Council, the Health & Social Care Partnership (HSCP) and NHS Ayrshire and Arran.	Service Lead - ICT Enterprise Architecture	Final deployments to Finance and areas within HSCP now underway. On completion, M365 will have been rolled out to entire business and we will start a consolidation phase of work and engagement.	98%		31-Aug-2022
COPL 03.1b Work with partners to meet the identified housing needs of Health and Social Care Partnership service users.	Service Lead - Policy, Performance and Community Planning	Work continues with the development of the Council's new Local Housing Strategy (LHS). This will be done jointly with the HSCP and wider partners to identify the needs of service users.	45%		31-Mar-2023
COPL 03.1c Adapt our properties to provide modern fit for purpose facilitates which can be better utilised by Services and their clients.	Service Lead - Asset Management and Community Asset Transfer	The 2021/22 programme of works to adapt properties to ensure they are modern and fit for purpose is complete.	100%		31-Mar-2022
COPL 03.1d Work with colleagues in the South Ayrshire Health and Social Care Partnership to improve on the management of contracts which support the health and wellbeing of South Ayrshire residents.	Service Lead - Procurement	41 contracts across HSCP were reviewed in Q4 (Jan-Mar) with an overall scorecard completion rate of 97%. 40 Scorecards have now been issued for review in Q4 (Jan – Mar), 10 for Children's Health, Care & Justice Services and 30 for Community Health & Care Services. 79 contracts in total out of a projected 116 have now been issued at least one scorecard with the remaining 37 to be covered in Q2 (July 2022) and Q3 (October 2022). This number has increased since the last update (previously projected 91) due to new contracts and the inclusion of all Care Home contracts. It should be noted that the number of contracts will continually change as contracts end or as new contracts are awarded.	75%		31-Mar-2023

		Procurement are working closely with colleagues from the HSCP to align the CSM process with the Quality Assurance Framework used within the partnership.			
COPL 03.1e Engage with the Champions Board and care experienced young people when monitoring and renewing contracts for Children's Services.	Service Lead - Procurement	The champions board are now fully integrated with the CSM process with the Corporate Parenting Lead Officer receiving a list of all scorecards chosen for the next quarter to allow the board to identify which evaluations they would like to participate in. The board are now reviewing contracts in Q3.	100%		31-Mar-2022
COPL 03.1f Work in partnership to help protect vulnerable adults and those living with dementia from doorstep crime. (Protection from phone scams, mail scams and bogus callers).	Service Lead - Trading Standards and Environmental Health	From 1st April 2021 the service dealt with seven requests for call blocking devices despite the problems presented by the COVID19 pandemic. This was facilitated by working with the person's family, carers and health professionals. The service also issued three social media information posts offering advice for the prevention of scams and bogus trading ranging from home improvement, cold callers, National Insurance refunds and COVID related grants etc. The service also received information from Trading Standards Intelligence sources relating to 70 local residents who may have fallen victim to scams. The Service is continuing to verify the information and contacting affected residents to provide them with the appropriate advice.	100%		31-Mar-2021
COPL 03.1g Develop and implement a Sports, Leisure and Physical Activity Strategic Framework.	Co-ordinator (Health and Wellbeing)	Strategy approved through ELT and CPP. Work now progressing on performance framework. Final version complete and shared with partners.	100%		31-Jul-2021
COPL 03.1h Work in partnership to deliver the South Ayrshire Health and Social Care Partnership Strategic Plan 2018-2021.	Senior Manager – Planning and Performance (HSCP)	The revised strategic plan (2021-31) for the HSCP has been agreed (24th March 2021) and will be launched in June 2021. The plan received significant engagement and consultation with a range of partners and was presented to the council before agreement by the IJB.	100%		31-Mar-2021


3.2 We will target resources to children and those most in need giving people information and choice over support and services


COPL 03.2a Work in partnership to deliver the Children's Services Plan	Director of Education	The Children's Services Plan for 2017-20 was reported on annually through a published report. Very good progress was made over the three years of the plan across a range of areas. Services are working together more effectively to delivery on the key priorities summed up in	100%		31-Mar-2022
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		closing the gap and achieving potential. A new plan was published for 2020-23 in April 2020.			
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4 South Ayrshire works


4.1 We will make South Ayrshire an attractive place for inward investment


COPL 04.1a Work with our neighbouring authorities to support the Local Wealth Building agenda.	Service Lead - Economy and Regeneration	The community wealth building resource is in place and fully operational. The workplan has been approved by Leadership Panel and the team are engaged with colleagues, in North/East Ayrshire Councils (NAC/EAC). The Ayrshire Growth Deal (AGD) programme lead is supported by NAC, including support to the Community Wealth Building (CWB) commission. The programme will run for 3 years.	100%		31-Mar-2022
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COPL 04.1b Implement the Strategic Economic Plan(SEP) for South Ayrshire.	Service Lead - Economy and Regeneration	Implementation complete and delivery in progress. Update on progress provided at Member briefing on 16 March 2022. The SEP provides the framework for mainstream service delivery.	100%		31-Mar-2022
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COPL 04.1c Implement the Ayrshire Growth Deal Programme.	Service Lead - Economy and Regeneration	Development of the AGD is ongoing. Business Cases awaiting approval from Government. Report presented to Leadership Panel on 1 March. Detailed Elected Member briefing and discussion delivered on 15 December 2021. Annual Conversation with Government successfully completed in January 2022. The full implementation and delivery of the Growth Deal will continue to November 2030.	100%		31-Mar-2022
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4.2 We will be ambitious when transforming our town centres, making them appealing place, with enhanced social and cultural events

COPL 04.2a Create a Heritage Hub on Ayr High Street and deliver a programme of exhibitions, events and tours incorporating local heritage assets.	Co-ordinator Destination, Promotion and Inclusive Participation	The Heritage Hub is not open yet - internal works are currently being carried out. The works must be complete before handover to the Museums and Galleries team.	70%		31-Dec-2022
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COPL 04.2b Deliver the office rationalisation programme to ensure the best use of Council-owned facilities.	Service Lead - Special Property Projects	Office rationalisation projects now complete	100%		31-Mar-2022
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4.3 We will enhance collaborative working to encourage more apprenticeships, training opportunities and jobs that enable economic growth


COPL 04.3a Work collaboratively to increase the level of contractual Community Benefits the Council receives and maximise their potential.	Service Lead - Procurement	<p>Procurement along with our aligned Community Wealth Building officer are developing an online Community Wealth Building portal. The portal will allow community groups to submit to a wish list of benefits they feel will make a difference to their community or organisation. Suppliers will be able to select from this community benefits wish list during the tender process and Procurement will monitor progress as before to ensure delivery.</p> <p>The testing has now concluded, and the portal is almost ready to go live. The system will be launched in conjunction with a marketing campaign.</p>	80%		31-Mar-2022
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COPL 04.3b Continue to support local employers to recruit young people.	Service Lead - Thriving Communities	<p>Employability and Skills have approved 59 Employer Recruitment Incentives to support people into employment from 1st April 2021 – 31st March 2022. Incentives offer up to £4,000 to recruit a young person or adult who is unemployed.</p> <p>This incentive is now available to employers of Kickstart who are coming to the end of their 6 months contract and we are continuing to support employer with this.</p>	100%		31-Mar-2022
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4.4 We will support local businesses to develop and grow


COPL 04.4a Manage the Council's Commercial Property Portfolio so as to maximise rental income and help local businesses.	Service Lead - Asset Management and Community Asset Transfer	As COVID restrictions are lifted we are continuing to engage with existing businesses	70%		31-Mar-2023
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COPL 04.4b Work with colleagues in the Supplier Development Programme (SDP) to more actively promote Council procurement to support the local economy.	Service Lead - Procurement	Procurement along with our aligned Community Wealth Building Officer have arranged a Talking Tenders event with the SDP. This is a virtual event taking place on 10th May2022. Local suppliers have been contacted directly and have been invited to attend. The event will take potential suppliers through the SAC procurement process for all values of contract and highlight upcoming tender opportunities. Details will also be shared for North Ayrshire and East Ayrshire council procurement departments.	85%		31-Mar-2023
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COPL 04.4c Target enforcement and support at non-compliant businesses to bring them into compliance and ensure that all businesses trade fairly, safely and equitably.	Service Lead - Trading Standards and Environmental Health	After review we have decided on a strategy to tackle not compliant businesses with a priority inspection within 1 month followed by another within 3 months. Further follow-up interventions may be made during these time periods depending on circumstances. We will pilot for a year to gauge the demand on our capacity. Officers training and process and procedures being updated.	40%		31-Mar-2023
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5 Stand up for South Ayrshire


5.1 We will develop meaningful communication and engagement with, organisations, residents, visitors and employees to identify their needs and views, while promoting the area and achievements of the Council


COPL 05.1a Deliver on the Engagement Strategy and ensure meaningful engagement with our stakeholders	Service Lead - Thriving Communities	The consultation Institute delivered training to officers across the organisation. Following the training a new officers group has been established and this group will provide assistance to officers consulting with the public. South Ayrshire Community Conversations (Consul) is now ready to be piloted and officers will be using this to consult with members of the public moving forward.	95%		31-Mar-2023
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COPL 05.1b Develop a clear and recognisable brand to promote the vision and values of the council and to align with the council plan.	Service Lead - Organisational Development and	Clear brand for our purpose vision and commitments has been created and embedded in a range of ways, including on internal and external documentation e.g. signage; social media; video; SAC Live Magazine;	100%		31-Mar-2022
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	Customer Services	Council vans; refuse collection vehicles; and an increasing range of vinyl displays. Most recently vinyls have been installed in County Buildings.			
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5.2 We will work with partners and communities to develop thriving places that are positive, proud and ambitious

COPL 05.2a Support local community-controlled organisations to develop thriving places by empowering them to make better use of local community assets.	Service Lead - Asset Management and Community Asset Transfer	In conjunction with Thriving Communities we are continuously working with local community groups regarding taking ownership or lease of our assets	60%		31-Mar-2023
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COPL 05.2b Deliver the Council's 'Strategic Housing Investment Plan' (SHIP) in conjunction with partners.	Service Lead - Policy, Performance and Community Planning; Service Lead - Special Property Projects	Waggon Road – all blocks handed over to Housing with the final block A handed over 4/04/22. One unit in Block B to be snagged on completion of replacement specialised kitchen and bathroom. To be complete w/k 11th April. Total number of units 76. Fort Street - all units handed over to Housing for HSCP on 11/02/22. No service provider in place as yet, allocations are under way. Total number of units 11.	75%		31-Mar-2023
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COPL 05.2c In consultation with stakeholders prepare and deliver the Local Development Plan 2 (LDP2)	Service Lead - Planning & Building Standards	THE LDP2 has been approved by Council and submitted to the Scottish Government on 8th of April 2022 for their approval.	99%		31-Mar-2022
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COPL 05.2d Engage with our communities and work with them to ensure our service provision meets their needs and, through our approach to place planning, support communities to have a greater say in how services are delivered.	Service Lead - Thriving Communities	Thriving Communities Officer used the Place Standards Toolkit to consult with communities to develop local place plans. Data from the consultations in Coylton, Annbank, Mossblown, Tarbolton, Monkton, Loans, Symington, Craigie, Prestwick, Heathfield, Northfield and the South Carrick villages has been collated and plans should be published during the summer 2022. Economic Development are responsible for the designing and publishing the plans and officers from TC will consult with communities to ensure they are satisfied with the output.	80%		31-Mar-2023
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COPL 05.2e Actively engage with local communities and stakeholders to involve them in the design process for major capital projects and understand their aspirations and concerns.	Service Lead - Special Property Projects	Pre-application planning process during which the public will be able to provide feedback/comments on the emerging leisure centre designs is underway. Virtual Event taking place online 21st October 2021.	100%		31-Mar-2022
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5.3 We will promote South Ayrshire as a place to live, work and learn


COPL 05.3a Maximise the use of social media as a key proactive, interactive and reactive communications tool.	Service Lead - Organisational Development and Customer Services	Our South Ayrshire Council Live Facebook followers reached 10,000 in April 2022 and has been build up since the channel's introduction in 2019. There has also been an increase in followers across all other corporate channels. Further work to enhance social media will take place to align with a revised Communications Strategy which will align with the new administration's council plan.	100%		31-Mar-2022
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COPL 05.3b Develop and implement a Communication Strategy.	Service Lead - Organisational Development and Customer Services	The new SAC Communications strategy was approved by Leadership Panel on 15 September, and issued to Service Leads on 22 September, along with a short video summarising the way our approach to communication is changing in line with the strategy. Service Leads have been asked to proactively promote information which demonstrates how we are 'Making a Difference' or contributes to the way we are achieving any of the six commitments of the Council plan.	100%		31-Mar-2022
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5.4 We will promote South Ayrshire as a visitor destination




COPL 05.4a Develop and implement a Tourism Strategy for South Ayrshire.	Co-ordinator Destination, Promotion and Inclusive Participation	The Destination South Ayrshire Tourism and Events strategy was approved at Leadership Panel on 1 March 2022 and an implementation plan is now in place.	100%		30-Jun-2021
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COPL 05.4b Work with the other Ayrshire Councils to promote Ayrshire and Arran and develop further initiatives to promote South Ayrshire, the main population centres and surrounding areas as visitor destinations.	Co-ordinator Destination, Promotion and Inclusive Participation	The regional partnership continues to work with consultants to develop the regional visitor economy strategy. An undated draft is currently being discussed with partners.	95%		30-Dec-2022
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COPL 05.4c Develop and promote our Parks and Open Spaces as a destination venue for visitors and residents.	Service Lead - Neighbourhood Services	The service gained a 4th Green flag at Newton Park in Ayr in 2021. This is in addition to the previous green flag awards at Fullerton Estate, Rozelle Estate and Belleisle Estate. Belleisle Estate was also one of two Scottish parks to be awarded Green Heritage Site Accreditation. These accreditations are the first in Scotland and the award is given in recognition of achieving the required standard in the management and interpretation of a site with local or national historic importance. To receive Green Heritage Site Accreditation sites must also achieve Green Flag Award. We are now looking at gaining further green flag awards and are currently looking at a site in the Carrick area and also Ayr Cemetery. We are still working towards a bespoke Parks and Estates website to promote our Parks and Estates with what they have to offer to both residents and visitors. A contractor was appointed to shoot some drone footage of our parks throughout the different seasons, with both video and still footage for the website however this has stalled due to potential GDPR implications. We are currently exploring how best to take this element forward.	80%		31-Dec-2022
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6 A better place to live

6.1 We will create a greener, healthier South Ayrshire and enhance it for future generations


COPL 06.1a Implement the Council's Investment Strategy with the delivery of capital projects across the Council's Property Estate.	Service Lead - Professional Design Services	As of 31st March 2021, spend of £33,334,306 was achieved, representing 84% of the approved budget. The shutdown of the construction industry due to Covid-19 in 2020 did impact on the capital programme in financial year 2020-2021.	100%		31-Mar-2022
COPL 06.1b Progress a programme of Energy Projects for Council properties that will reduce energy usage and deliver carbon reduction.	Service Lead - Asset Management and Community Asset Transfer	LED lighting project at Southcraig school to be completed in August 2022. External lighting upgrades will be completed at Holmston PS, Muirhead PS, Braehead PS, Kincaidston PS, Struthers PS, Heathfield PS, St Patricks PS, Forehill PS and Hillcrest. New Building Management System (BMS) software is being installed to allow improved remote access and management of building heating controls. BMS healthcheck surveys are being carried out at a number of large energy consuming sites to identify improvements that will lead to energy/carbon reduction savings.	100%		31-Mar-2022
COPL 06.1c Maximise the funding available to improve the energy efficiency of our existing housing stock.	Service Lead - Policy,	Projects agreed for financial year 2021/22 in Maybole, Tarbolton, and provisionally Swedish Timber properties scattered throughout the Local	100%		31-Mar-2022


	Performance and Community Planning	Authority subject to approval of measures to be used on construction type. Full grant anticipated to be spent.			
COPL 06.1d Work with our tenants and community representatives to improve our neighbourhoods through investment in Housing owned land and buildings.	Service Lead - Housing Services	<p>Work is practically complete on the 2020/21 external fabric upgrade projects which were delayed by Covid-19 restrictions and additional addresses were also added to programmes of work in response to emergency situations. Proposed addresses for the 2021/22 & 2022/23 external fabric upgrade programme (roofing and external render works) have been surveyed and the tender is being evaluated. Once the tender outcome is known, this will formal engagement to take place with owners in mixed tenure blocks. Window replacement work has also been completed in all non-gas villages, with the exception of properties where tenants have not allowed access. In the 2021/22 window replacement programme, windows were replaced in 221 properties.</p> <p>The internal modernisation works from 2020/21 commenced on 2 August 2021, and programmes of work are ongoing. Future modernisation works have been reprogrammed, ensuring that the Council continues to maintain the Scottish Housing Quality Standard. Compliance works are ongoing and work towards the LD2 Fire Safety requirements, as at deadline date of 1 February 2022, the Council had achieved a compliance rate of 95%. Work is ongoing to increase compliance and engage with tenants to arrange the necessary access.</p> <p>As part of the consultation with tenants on future rent setting, tenants were asked to identify the improvements that were important to them and to identify how they felt the Council should spend any unallocated resources within the Housing Revenue Account. Tenants identified window replacement, external wall insulation work and resources towards Council house new build as their top 3 priorities for investment. This feedback was considered as part of the future rent setting proposals approved by the Special Meeting of South Ayrshire Council on 20 January 2021. In line with the priorities identified by tenants, Leadership Panel of 15 February 2022 agreed to allocate in-year uncommitted resources from the Housing Revenue Account to carry out additional investment in window replacement work and external fabric upgrade. This work will be part of the 2022/23 Housing Capital Programme.</p> <p>Although ongoing progress is being made against this action, work to deliver the housing capital programme in consultation with tenants will remain an ongoing activity for the Housing Service.</p>	95%		31-Mar-2023


COPL 06.1e Deliver contracts which better support sustainability and an improved environment in South Ayrshire.	Service Lead - Procurement	<p>The Procurement team continue to analyse and evaluate use of single plastic products through six-weekly meetings with Council departments. Any national framework suppliers' products are updated on the purchasing system to remove or suggest alternatives to single use plastic items.</p> <p>New tender documentation is up to date in terms of including the recommended wording from Scottish Government in regard to sustainability. Tenders are scored as part of the evaluation on their sustainability submission.</p>	80%		31-Mar-2023
COPL 06.1f Raise awareness of the effects of car idling on air quality and climate change and the penalties for breaching the Road Traffic (Vehicle Emissions) (Fixed Penalty) (Scotland) Regulations 2003 through a programme of publicity.	Service Lead - Trading Standards and Environmental Health	Further seven patrols carried out 1/1/2022 - 31/03/2022 no breaches found	100%		31-Mar-2022
COPL 06.1g Progress the rationalisation and enhancement of assets in North Ayr, including working with local sporting and community organisations to develop the Craigie Campus site as a multi-sport centre of excellence.	Assistant Director - People Directorate	Further to consultation, the multi-sport facility will now be called Riverside Sports Arena. The pace of construction remains steady despite the various challenges facing the construction industry. The Pavilion, the Grandstand, and the Storage Building, are all in an advanced state of completion. The Athletics Hall structure is complete, and the fabric canopy will be installed during a suitable weather window. The exterior envelope, interior services, and interior finishes will follow. The playing carpet is being installed on the lower pitch, and the upper in-field pitch and running track are progressing well. Floodlights have been installed, and infrastructure, utilities and landscaping are underway. There have been no health and safety incidents to date. Discussions are now focusing on operational issues such as equipment, storage, and signage	80%		31-Dec-2022
COPL 06.1h Implement the Sustainable Development and Climate Change Strategy	Service Lead - Neighbourhood Services	The Sustainable Development & Climate Change strategy has been implemented with the Council working towards the goals and actions set out within the strategy.	100%		31-Mar-2022
COPL 06.1i Develop and implement a Waste Strategy that increases recycling and identifies a long term solution for Household Waste Recycling Centres and for residual waste in terms of the ban on Biodegradable Waste to landfill in 2025.	Service Lead - Neighbourhood Services	The Waste Strategy was initially approved at Leadership Panel on 16 March 2021 and was ratified at full Council on 24 June 2021	100%		31-Mar-2022


COPL 06.1j Develop and facilitate delivery of the Food Growing Strategy in accordance with the Community Empowerment (Scotland) Act 2015.	Service Lead - Neighbourhood Services	The first South Ayrshire Council Food Growing Strategy was approved at the Leadership Panel on 24/11/20	100%		31-Mar-2022
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6.2 We will ensure our digital offer is responsive people's needs and enhances access to services

COPL 06.2a Develop mobile solutions for our workforce, enabling them to deliver more to our residents in the community.	Service Lead - ICT Enterprise Architecture	Bring Your Own Device solution now agreed and governance in place. Pilot groups now testing prior to this being made available as a deployment option.	95%		31-Oct-2022
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COPL 06.2b Provide public access Wi-Fi in Council buildings across the area.	Service Lead - ICT Operations	Public access Wi-Fi has been deployed to 23 council locations and is fully operational. The basic service allows internet and email access and this can be extended to other locations as required. Should a higher level of functionality be required alternative solutions will be implemented as per business requirements.	100%		31-Mar-2022
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COPL 06.2c Adopt MyAccount as a single sign on for customers to get online.	Service Lead - ICT Enterprise Architecture; Service Lead - ICT Operations	MyAccount is now live on South Ayrshire Council's website under the heading MySouthAyrshire	100%		31-Mar-2021
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COPL 06.2d E Development roll out to improve the Planning and Building Standards processes and customer service	Service Lead - Planning & Building Standards	New processes have been implemented and staff have hybrid and agile working arrangements. The service continues to make improvements, and these will be actioned through the service and improvement plan.	100%		31-Mar-2022
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