

South Ayrshire Council

Report by Director of Strategic Change and Communities to South Ayrshire Council of 7 December 2023

**Subject: South Ayrshire Council's Annual Performance Report
2022/23**

1. Purpose

- 1.1 The purpose of this report is to provide Elected Members with 'South Ayrshire Council's - Annual Performance Report 2022/23'.

2. Recommendation

- 2.1 **It is recommended that the Council considers and approves the content of the 'Annual Performance Report 2021/22, attached as Appendix 1.**

3. Background

- 3.1 The Council Plan 2018-22 (extended) was agreed in in 2018 and extended in 2022 by one year.

- 3.2 The plan highlighted six 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.

- 3.3 Delivery of these priorities was supported by a [Performance Management Framework](#) (PMF) and 74 actions reported to Service and Performance Panel for scrutiny on a quarterly basis.

- 3.4 The Local Government Benchmarking Framework (LGBF) is a high level benchmarking tool designed to support senior management teams and elected members ask questions about key council services.

- 3.5 The framework provides high-level 'can openers' which are designed to focus questions on why variations in cost and performance are occurring between similar councils. The LGBF helps councils compare their performance against a suite of efficiency, output and outcome indicators that cover all areas of local government activity.

3.6 This will be the last annual report using the Council Plan 2018-22. The new Council Plan 2023-28 was approved by Council in March this year.

4. Proposals

4.1 Based on recommendations from Audit Scotland, this years annual report has a focus on performance, using data from the Council Plan actions alongside LGBF data to give members and the public an overview of progress and challenges.

4.2 The report shows that 80% of the actions against the six council plan priorities were complete with the remaining 20% becoming 'business as usual' or carrying forward into service or team plans. Details of the actions are available scrutinise in Appendix 1 of the report.

4.3 As highlighted by Audit Scotland in the Council's Best Value Assurance Report 2021, the actions against the Council Plan 18-22 had very few targets against them and instead provided a record of activity in relation to priorities. This makes it challenging to assess overall performance in delivering the council strategic objectives. This was recognised and the new Council Plan 23-28 and the associated Service Plans have targets against all actions to allow for greater scrutiny of performance.

4.4 An overview of the LGBF data shows that the Council improved in 27% of indicators, remained stable in 13% and declined in 37% (6% did not have the data available and 16% were not directly comparable with previous years).

4.5 A breakdown of each LGBF area is included in the report alongside benchmarking information for each family benchmarking group.

4.6 The final section of the report:

- highlights awards and accolades the Council has received over 22/23,
- provides an overview of external scrutiny of the Council,
- gives an overview of the self assessment activity undertaken in 22/23 and,
- gives an overview of the Council's commitment to delivering Best Value.

4.7 The report is accompanied by three appendices that breakdown the data used to inform the report.

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/

7. Human Resources Implications

7.1 Not applicable.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

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

9. Equalities

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

10. Sustainable Development Implications

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

11. Options Appraisal

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

12. Link to Council Plan

12.1 The matters referred to in this report contribute to delivery of all of the Council's strategic objectives (2018-22) 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 Dowe, Portfolio Holder for Corporate and Strategic, and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

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

Implementation	Due date	Managed by
Publish report on the Council's website	20 December 2023	Service Lead – Policy, Performance and Community Planning

Background Papers [Council Plan 2018-22 \(Mid-Term Refresh 2020 – Extended\)](#)
[Audit Scotland Best Value Assurance Report – South Ayrshire Council – October 2021](#)

Person to Contact **Jane Bradley, Director of Strategic Change and Communities**
County Buildings, Wellington Square, Ayr KA7
Phone 01292 612045
Email jane.bradley@south-ayrshire.gov.uk

Kevin Anderson, Service Lead – Policy, Performance and Community Planning
County Buildings, Wellington Square, Ayr KA7 1UT
Phone 01292 612982
E-mail kevin.anderson@south-ayrshire.gov.uk

Date: 29 November 2023



OUR PEOPLE, OUR PLACE COUNCIL PLAN 2018-2022 (extended to 2023)

FINAL PERFORMANCE REPORT 2022/23

(Awaiting graphic design)

CONTENTS

- Page 3:** Joint Foreword by the Leader of the Council and Chief Executive
- Page 4:** Area Profile *(to be added)*
- Page 5:** Delivery of Strategic Outcomes
- Page 6:** Outline of Performance Information Used
- Page 7:** Part 1: Pentana Dashboard – final year end update 2022/2023
- Page 8:** Local Government Benchmarking Framework Overview 2021/2022
- Page 9:** Part 2: LGBF Indicators by Framework Area 2021/22: incorporating Family Group Average Comparison
- Page 14:** Awards and Accolades 2022/2023 & External Scrutiny
- Page 15:** Self-Evaluation
- Page 16:** Best Value

APPENDICES

- Page 20:** *Appendix 1: Full list of 2022/2023 council plan actions and update reported on Pentana.*
- Page 36:** *Appendix 2: Supplementary overview*
- Page 62:** *Appendix 3: LGBF: South Ayrshire 3-year performance against key service areas.*
- Page 75:** *Appendix 4: LGBF: South Ayrshire 3-year family group average mapped to Council Plan Outcomes*

Joint Foreword by Leader of the Council and Chief Executive

Approved in 2018, The Our People, Our Place Plan provided the strategic direction for South Ayrshire Council for a period of five years. The plan came to an end in March 2023, and this annual performance report reflects the Council's performance against the final year for the period 2022/2023.

The report highlights that the Council performed well over the period as a result of the continued commitment given by the Council to deliver essential services to the people and communities of South Ayrshire despite a continued worrying economic climate. Key achievements included:

- Continued support for our young people through employability programmes including the development of the WorkOut and Modern Apprenticeship programmes;
- South Ayrshire: LEADS supporting the development and implementation of trauma informed and responsive South Ayrshire;
- A Household Boost Fund which was launched in October 2022 to assist people struggling with the cost-of-living crisis;
- The Council's modernisation agenda for schools and early years including the opening of the Prestwick North Education Campus, the new Sacred Heart Primary School in Girvan and completion of the brand-new Early Years Centre at Struthers Primary School;
- The development of a Workforce and Succession Planning Toolkit;
- The opening of the Riverside Sports Arena – a multi-sport centre of excellence; and
- The opening of the Cutty-Sark Centre in Ayr High Street.

We acknowledge that there are some common challenges across all our services which we need to address including an increased demand on our services as a result of the impact of the cost-of-living crisis, an ageing population, rising energy and building materials costs, challenging funding settlements, and in particular, the provision of high-quality services with reducing budgets. Moving forward, work is well under way on delivering our new Council Plan where we will strive to continuously improve services and outcomes for our communities.

As this plan draws to a close, we would like to take this opportunity to thank our employees and partners for their ongoing commitment to deliver high quality services for our local communities as they continue to ***make a difference every day.***

Councillor Martin Dowey

Leader

Mike Newall

Chief Executive

Area Profile

To be added

DELIVERY OF STRATEGIC OUTCOMES

The Our People, Our Place Council Plan 2018-2022 (extended to 2023) previously set out the Council's ambitions. The plan was [refreshed](#) in 2020 and was refocused taking account of our vision to serve South Ayrshire by 'making a difference every day'. The Plan contained six high level strategic objectives (translated into undernoted commitments) and twenty-one ambition statements and was supported by a programme of work developed by Council services. Services worked with partners and the communities to deliver on these commitments.



Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6
Fair and effective leadership	Closing the gap	Grow well, live well, age well	South Ayrshire works	Stand up for South Ayrshire	A better place to live
1.1 We will design our services with people at the heart	2.1 We will create more training and employability opportunities for all young people.	3.1 We will enhance collaborative working to maximise support and ensure all residents have the opportunity to be healthy, supported and safe.	4.1 We will make South Ayrshire an attractive place for inward investment.	5.1 We will reverse meaningful communication and engagement with organisations, residents, citizens and employees to identify their needs and views, while promoting the area and its achievements to the Council.	6.1 We will create a greener, healthier South Ayrshire and enhance it for future generations.
1.2 We will invest in our workforce for the future.	2.2 We will work closely with corporate parents and partners to support care experienced children and young people and young carers to reach their potential.	3.2 We will target resources to children and those most in need giving people information and choice over support and services	4.2 We will be ambitious when transforming our town centres, making them appealing places, with enhanced social and cultural events.	5.2 We will work with partners and communities to develop training places that are positive, proud and resilient.	6.2 We will ensure our digital offer is responsive to people's needs and welcomes access to services.
1.3 We will plan well for the future using sound evidence and involve our communities.	2.3 We will invest in our young people, raising attainment and creating modern and engaging places for our young people to learn.	3.3 We will work with communities to make the best use of the school estate by creating local hubs.	4.3 We will enhance collaborative working to encourage more apprenticeship, training opportunities and jobs that enable economic growth.	5.3 We will promote South Ayrshire as a place to live, work and learn.	6.3 We will promote South Ayrshire as a visitor destination.
1.4 We will adapt our services to reduce inequalities and help the most vulnerable in our communities.	2.4 We will work with communities to ensure the Council is sufficiently resilient and adaptable to changes that affect the lives of all residents especially those in poverty.	3.4 We will ensure the Council is sufficiently resilient and adaptable to changes that affect the lives of all residents especially those in poverty.	4.4 We will support local businesses to develop and grow.	5.4 We will promote South Ayrshire as a visitor destination.	6.4 We will promote South Ayrshire as a visitor destination.

The 11 National Performance Framework (NPF) outcomes are mapped to the six priorities set out in the Council Plan:

NPF – Outcomes	SAC Commitments
1 We have a globally competitive, entrepreneurial, inclusive and sustainable economy	South Ayrshire Works
2 We are open, connected and make positive contributions internationally	Stand up for South Ayrshire
3 We tackle poverty by sharing opportunities, wealth and power more equally	Closing the Gap
4 We live in communities that are inclusive, empowered, resilient and safe	Closing the Gap
5 We grow up loved, safe and respected so that we realise our full potential	Closing the Gap
6 We are well educated, skilled and able to contribute to society	Closing the Gap
7 We have thriving and innovative businesses with quality jobs and fair work for everyone	South Ayrshire Works
8 We are healthy and active	Grow well, live well, age well
9 We value, enjoy, protect and enhance our environment	A better place to live
10 We are creative and our vibrant and diverse cultures are expressed and enjoyed widely	A better place to live
11 We respect, protect and fulfil human rights and live free from discrimination	Closing the gap

This 2022/2023 final annual report has been written in line with the [South Ayrshire Performance Management Framework \(refreshed 2022\)](#) which set out a commitment for providing an annual report on performance and supported the 'Our People Our Place' Council Plan. Within this framework, it was agreed that the annual report should contain both qualitative and quantitative information incorporating wider service delivery than that normally associated with Council Plan reporting.

OUTLINE OF PERFORMANCE INFORMATION USED

The following sections set out the performance of the Council as follows:

PART ONE

Pentana Dashboard – final update on progress of actions for the Council Plan (for the period 2022/2023). This section is supported by accompanying information which can be found in the follow appendices:

- **APPENDIX 1:**

Full list of 2022/2023 council plan actions and updates reported on Pentana aligned to each of the six high level strategic objectives of the Council Plan.

- **APPENDIX 2:**

Supplementary overview of work that had taken place across our Council Services to support the strategic priorities and supporting commitments: (i) directly attributable to the Council Plan and (ii) contributing toward the Council Plan. This section also provides additional performance data.

PART TWO

LGBF (Local Government Benchmarking Framework) Overview. This section is supported by accompanying information which can be found in the follow appendices:

- **APPENDIX 3:**

LGBF: South Ayrshire 3-year performance against key service areas.

- **APPENDIX 4:**

LGBF: South Ayrshire 3-year family group average mapped to council plan outcomes.

PART 1: COUNCIL PLAN – PORTFOLIO HOLDER ACTIONS - FINAL UPDATE 2022/2023

FINAL PERFORMANCE DASHBOARD 2022/2023¹		
Total number of actions:	74*	
Total number of actions completed:	59	80%
Total number of actions being taken forward in service or team plans:	15	20%

**Please note that the information within appendix 1 records 75 actions, however the action COPL 02.1b is included within two areas under Section 2: Closing the Gap, therefore the total number actions is 74.*

As highlighted previously, the full list of council plan actions and final updates can be found in appendix 1 with further supplementary information provided in appendix 2.

¹ Reference: Council Plan – Portfolio Holders Actions Update (Pentana) 2022/2023

PART 2: LGBF OVERVIEW

The Local Government Benchmarking Framework (LGBF) is a high-level benchmarking tool which allows local authorities to compare their performance across a wide range of key service areas. The framework is based on overall service groupings which cover the major public-facing services provided to local communities and the support services necessary to carry this out:

- Children’s services;
- Adult social care;
- Culture and leisure services;
- Environmental services;
- Corporate services;
- Housing services;
- Economic development and planning; and
- Financial sustainability.

Data is also organised around ‘family groups’ to allow comparison with other councils that are similar in terms of the type of population that they serve. Information on the [LGBF Family Groupings](#) for South Ayrshire can be found below:

Family Groupings for Children, Social Work and Housing Indicators (Family Group 3)	Family Groupings for Environmental, Culture & Leisure, Economic Development, Corporate and Property Indicators (Family Group 2)
Falkirk Dumfries & Galloway Fife South Ayrshire West Lothian South Lanarkshire Renfrewshire Clackmannanshire	Perth & Kinross Stirling Moray South Ayrshire East Ayrshire East Lothian North Ayrshire Fife

It should be noted that this data is collected nationally and runs one year behind our reporting period therefore the LGBF data provided is up to the period 2021/2022. LGBF data is scrutinised by our Service and Partnerships Performance Panel, and as highlighted to the Panel, the data period reflects the impact of the pandemic.

LGBF INDICATORS BY FRAMEWORK AREA 2021/22: INCORPORATING FAMILY GROUP AVERAGE COMPARISON

Further, more detailed information, is available in **appendix 3** (LGBF: South Ayrshire 3-year performance against key service areas) and **appendix 4** (LGBF: South Ayrshire 3-year family group average linked to Council Plan outcomes).

2021/22 - All	No	%
Improved	17	27%
Stable	8	13%
Declined	23	37%
Baseline	0	0%
Data Not Available	4	6%
Not Directly Comparable	10	16%
	62	100%

South Ayrshire Council comparison against family group average is highlighted in the commentary as follows:

BGA: better than family group average
WGA: worse than family group average

Adult Social Care

Adult Social Care	No	%
Improved	2	25%
Stable	1	13%
Declined	5	63%
Baseline	0	0%
Data Not Available	0	0%
Not Directly Comparable	0	0%
	8	100%

Improved

- Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided. (BGA)
- Rate of readmission to hospital within 28 days per 1,000 discharges (WGA)

Declined

- Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life. (WGA)
- Percentage of adults supported at home who agree that they are supported to live as independently as possible. (BGA)
- Percentage of carers who feel supported to continue in their caring role. (BGA)
- Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections. (WGA)
- Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+) (WGA)

Stable

- % of people aged 65 and over with long-term care needs who receiving personal care at home (WGA)

Childrens Services

Children's Services		
Improved	4	17%
Stable	2	8%
Declined	4	17%
Baseline	0	0%
Data Not Available	4	17%
Not Directly Comparable	10	42%
	24	100%

Improved

- % of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy (WGA)
- % of P1, P4 and P7 pupils combined achieving expected CFE Level in Numeracy (BGA)
- % of funded early years provision which is graded good/better (BGA)
- Participation rate for 16–19-year-olds (per 100) (BGA)

Stable

- % of Adults Satisfied with Local Schools (BGA)
- Proportion of Pupils Entering Positive Destinations (BGA)

Declined

- Literacy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils. (WGA)
- Numeracy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils. (BGA)
- % of children meeting developmental milestones (BGA)
- % of children living in poverty (After Housing Costs) (BGA)

Corporate Services

Corporate Services		
Improved	2	25%
Stable	2	25%
Declined	4	50%
Baseline	0	0%
Data Not Available	0	0%
Not Directly Comparable	0	0%
	8	100%

Improved

- % of the highest paid 5% employees who are women (BGA)
- % of income due from council tax received by the end of the year (BGA)

Stable

- Support services as a % of total gross expenditure (BGA)
- % of invoices sampled that were paid within 30 days (BGA)

Declined

- The gender pay gap (%) (BGA)
- The cost per dwelling of collecting council tax (WGA)
- Sickness absence days per teacher (BGA)
- Sickness absence days per employee (non-teacher) (BGA)

Culture and Leisure

Culture and Leisure		
Improved	0	0%
Stable	1	25%
Declined	3	75%
Baseline	0	0%
Data Not Available	0	0%
Not Directly Comparable	0	0%
	4	100%

Stable

- % of adults satisfied with parks and open spaces (BGA)

Declined

- % of adults satisfied with libraries (WGA)
- % of adults satisfied with museums and galleries (WGA)
- % of adults satisfied with leisure facilities (WGA)

Economic Development and Planning

Economic Development and Planning		
Improved	7	64%
Stable	0	0%
Declined	4	36%
Baseline	0	0%
Data Not Available	0	0%
Not Directly Comparable	0	0%
	11	100%

Improved

- % of unemployed people assisted into work from council operated / funded employability programmes (BGA)
- % of procurement spend spent on local enterprises (BGA)
- No of business gateway start-ups per 10,000 population (WGA)
- Proportion of properties receiving superfast broadband (BGA)
- Gross Value Added (GVA) per capita. (WGA)
- Claimant Count as % of Working Age Population (WGA)
- Claimant Count as % of 16-24 Population. (WGA)

Declined

- Average time in weeks taken to deliver a commercial planning application decision (BGA)
- Proportion of people earning less than the real living wage (WGA)
- Town Centre Vacancy Rates (WGA)
- Immediately available employment land as a % of total land allocated for employment purposes in the local development plan (WGA)

Environmental Services

Environmental Services		
Improved	2	67%
Stable	1	33%
Declined	0	0%
Baseline	0	0%
Data Not Available	0	0%
Not Directly Comparable	0	0%
	3	100%

Improved

- % of adults satisfied with refuse collection (BGA)
- % of adults satisfied with street cleaning (WGA)

Stable

- Street Cleanliness Score (BGA)

Housing Services

Housing Services		
Improved	0	0%
Stable	1	50%
Declined	1	50%
Baseline	0	0%
Data Not Available	0	0%
Not Directly Comparable	0	0%
	2	100%

Stable

- % of council dwellings that are energy efficient (BGA)

Declined

- % of council dwellings meeting Scottish Housing Quality Standards (BGA)

Climate Change

Climate Change		
Improved	0	0%
Stable	0	0%
Declined	2	100%
Baseline	0	0%
Data Not Available	0	0%
Not Directly Comparable	0	0%
	2	100%

Declined

- CO2 emissions area wide per capita (BGA)
- CO2 emissions are wide: emissions within scope of LA per capita (WGA)

CASE STUDY - USING LGBF DATA TO IMPROVE PERFORMANCE: Delayed discharge bed days all reasons, rates per 1000

The rate of delayed discharges aged 18+ rose markedly during the autumn and winter of 2022. The numbers peaked in December 2022 when there were 152 patients delayed. There was a reduction between January and March 2023 when the figures reduced to 81. The rise in the numbers of delayed transfers of care is largely due to workforce and recruitment issues within the care at home sector during this period which saw a loss of the equivalent of over 600 care packages in the private sector since June 2021. A number of workstreams and initiatives have been established to address these issues including:

- **Recruitment.** A dedicated recruitment officer specifically for care at home who has led on a range of recruitment activity resulting in a net increase of 55 new staff between January and July 2023. Work is ongoing to double that number by December 2023.
- **Demand and Capacity.** Contracted a Business Intelligence analyst to support the work of the partnership to understand demand, capacity and queue giving the team daily data to help manage services more effectively.
- **Racecourse Road Intermediate Care Unit** The unit offers an intensive period of reablement with a view to reducing the demand on mainstream care at home services on discharge. Over 60 people have been through the unit with over 95% of people requiring no further care.
- **Reablement Unmet Need Assessment Team (RUNAT)** have reviewed 207 people who were awaiting care in the community. 96% required no further care.

Improvement work has released or created the equivalent of over 400 beds/care packages leaving a deficit of 200 beds/packages.

AWARDS AND ACCOLADES

- Waste Management – Gained Silver Award from APSE in their Striving for Excellence Awards 2022 in Waste & Recycling Category;
- Neighbourhood Services attained 5 Beach Awards from Keep Scotland Beautiful;
- Grounds Maintenance retained our current 5 Green Flags & Heritage Award;
- Procurement Team - UK National Government Opportunity Winners 2023 Contract and Supplier Management Award;
- Awarded best Property Maintenance department in the UK in December 2022 at the APSE (Association of Public Services Excellence) - this was the second time in a row Property Maintenance has won this award - the only council in the UK to achieve this;
- Property Maintenance were also invited to both the 2022 UK and Scotland APSE awards for our Craft apprentices - 5 apprentices were in the final in Scotland and 4 in the final in the UK. This was a remarkable achievement for young students; and
- TOPA bronze award – digital inclusion for tenant participation, delivery of Social Letting Service.

EXTERNAL SCRUTINY

- Each year the Scottish Housing Regulator (SHR) publishes an 'Engagement Plan' for all Social Landlords. The 2022/23 Engagement Plan was published on 31st March 2022 and SHR engaged with the Council about its services for people who are homeless;
- Keep Scotland Beautiful scoring for Local Environmental Audit Management Systems (LEAMS) for the cleanliness of our streets and public open space – 87.5%;
- Property Maintenance (Electrical and Gas works division) was selected for an audit in 2022 and passed all scrutiny regarding both SELECT (Electrical) and Gas Safe;
- The Housing Benefit Subsidy Claim is audited every year on behalf of the DWP by External Audit. This exercise is currently ongoing for 2022/23, and due for completion by end Jan 2024. The 2021/22 Audit was completed successfully on time & without qualification;
- The DWP and Scottish Government both publish regular statistics on Benefits & Scottish Welfare Fund processing times;
- Directors of Finance PI's;
- LBBF PI's;
- Annual report on performance against public sector climate change duties using legislatively set template for all public bodies submitted 30 November 2022;
- National Records of Scotland; and
- HNDA – Robust and Credible Status received from Scottish Government December 2022.

SELF-EVALUATION

South Ayrshire Council is committed to self-evaluation as an important part of performance monitoring therefore leading to better planning within our Services. As highlighted in the [South Ayrshire Performance Management Framework \(refreshed 2022\)](#), self-evaluation ensures a sustained focus on improving outcomes for all services users, particularly those who experience high levels of social and economic deprivation. Self-evaluation, as highlighted in the performance management framework, is underpinned by an ‘inward, outwards, forward’ approach which will help South Ayrshire Council answer the following questions at the heart of self-evaluation:

- How are we doing?
- How do we know?
- What other challenges will impact on service delivery (internal and external)?
- What are we going to do now?

Excellent service areas have robust internal approaches to self-evaluation, and also value the objectivity which scrutiny can bring, whilst understanding that self-evaluation is an on-going process.

Looking ahead as part of the preparation for the 2023/2024 Service Planning process, Services were asked to consider the above self-evaluation questions, reflecting back on the previous 12 months (period 2022/2023), including consideration of current and future challenges that could have an impact on service delivery and how services are going to respond to these challenges.

The **Self-Evaluation Activity Report 2022-2023** provides an extensive update from Services across the Council particularly in relation to the positive impact our services are having (how are we doing?) and the supporting evidence provided by services for this (how do we know?) including key performance information. However, our services are facing challenges, both internally and externally, and the points below provide a summary of some of the common challenges which are being faced across our services:

- *Impact of the cost of living and increased demand on services;*
- *Workforce and succession planning particularly in relation to an ageing workforce and loss of skills and expertise, the use of temporary staff and the recruitment of specialist staff with the required skills and expertise;*
- *Funding settlements and in particular, the provision of high-quality services with reducing budgets;*
- *Rising/significant increase in costs including energy, construction, buildings materials, ICT, and fleet management; and*
- *Demand from staff and residents for an increase in digital services.*

A range of mitigations are being put in place considering the challenges faced and these are detailed within the ‘what are we going to do now?’ section of the Service updates within the Self-Evaluation Activity Report 2022-2023.

BEST VALUE IN 2022/2023

Best Value is a statutory duty for local authorities and is about ensuring that there is good governance and effective management of resources, with a focus on improvement, to deliver the best possible outcomes for the public.

Continuous Improvement

The Local Government in Scotland Act 2003 places statutory duties on Councils in relation to Best Value. The audit of Best Value is a continuous process that forms part of the annual audit of every Council. Findings are reported each year through the Annual Audit Report.

Up until 2022, The Controller of Audit would present a Best Value Assurance Report to the Accounts Commission at least once during the five-year audit appointment for each council. Audit Scotland published the [Council's Best Value Assurance Report](#) in October 2021. In response to the report, the Council produced an improvement plan that was agreed by members in December 2021 and progressed over 2022/23. The final report on the improvement plan was agreed by [Audit and Governance Panel in March 2023](#) and showed all actions as complete.

Key to demonstrating improvement in performance reporting and service planning was the development, over the course of 2022/23, of the Council's new strategic plan for 2023-28. Development of this plan sought to recognise best practice and emerging innovative approaches to service delivery throughout Scotland. The Council engaged heavily with the Improvement Service and the priorities and outcomes identified were influenced by the Place and Wellbeing Outcomes, a joint initiative between Public Health Scotland and the Improvement Service aimed at recognising the important effect our places have on the wellbeing of our communities and environment. The new plan was unanimously approved by members in [March 2023](#) and future annual reports, quarterly performance reports and the budget setting process will be based on the newly agreed priorities and outcomes.

Delivering Good Governance

South Ayrshire Council is committed to the highest standards of governance in the way that it is organised, managed, and operates. To help achieve and maintain such standards, the Council adopted the Chartered Institute of Public Finance and Accountancy (CIPFA) 2016 Delivering Good Governance in Local Government Framework.

This Framework sets out the main arrangements and procedures that the Council has in place in relation to the seven 'principles' of governance:











1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.
2. Ensuring openness and comprehensive stakeholder engagement.
3. Defining outcomes in terms of sustainable economic, social, and environmental benefits.
4. Determining the actions necessary to optimise the achievement of the intended outcomes.
5. Developing the Council's capacity, including the capability of its leadership and the individuals within it.












6. Managing risks and performance through robust internal control and strong public financial management.
7. Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

These principles are complimented by 21 sub principles and lead officers assess effectiveness each year to identify areas where the principles are being fully met, being met but with room for improvement or requiring improvement. Officers then identify any areas for improvement, and this forms an action plan that is uploaded onto the Council's performance management software and tracked. The assessment is signed off by the Leader of the Council and Chief Executive and presented annually to the Audit and Governance Panel for scrutiny. A copy of the report and associated documents can be found [here](#).

A summary of the Council's assessment of its performance is below:

	Effective		Effective but scope for improvement		Requiring improvement
---	------------------	---	--	---	------------------------------

Delivering Good Governance 2022-23 Year End Assessment - Summary	
Behaving with integrity	
Demonstrating strong commitment to ethical values	
Respecting the rule of law	
Openness	
Engaging comprehensively with institutional stakeholders	
Engaging with individual citizens and service users effectively	
Defining outcomes	
Sustainable economic, social and environmental benefits	
Determining actions	
Planning actions	

Delivering Good Governance 2022-23 Year End Assessment - Summary	
Optimising achievement of intended outcomes	
Developing the Council's capacity	
Developing the capability of the Council's leadership	
Managing risk	
Managing performance	
Robust internal control	
Managing data	
Strong public financial management	
Implementing good practice in transparency	
Implementing good practices in reporting	
Assurance and effective accountability	

Financial Management and Sustainability

The Council's Audited Annual Accounts for 2022-23 were presented to [Audit and Governance Panel in September 2023](#). The Annual Audit Report by Audit Scotland noted several key messages in relation to financial management and financial sustainability including:

- The Council operated within budget in 2022/23;
- The Council has effective financial management processes in place to manage budgets and support the sustainability of services in the medium-term. This is supported by an experienced finance team and the processes in place allow members to carry out effective scrutiny of the council's finances;
- The council approved a balanced budget for 2023/24 in March 2023. The council has in place medium and longer-term financial plans. At their next review date these should be aligned with the priorities set out in the new Council Plan;
- The council's Medium-Term Financial Plan (MTFP) 2023-24 to 2025-26 shows an anticipated budget gap of between £11.0 million and £17.2 million for 2024/25 and an anticipated cumulative budget gap of between £28.7 million and £39.5 million by 2025/26;
- The council's strategic change programme is the focus for changing how services are delivered in the future to ensure they are sustainable. The council has still to establish expected cashable benefits and baseline activity for most of the 14 projects in the programme; and
- We have identified a number of errors in the accounting for property, plant, and equipment. While the errors identified have been corrected in the Annual Accounts, the council needs to review its procedures in accounting for these assets.

Where risks and recommended improvements have been identified, senior officers have developed appropriate management responses and associated timescales for delivery.

APPENDIX 1

✔ action was complete, 🌈 action was being taken forward in service or team plans (with supporting narrative for each action); and

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	All content now moved over from old site. Ongoing work continues to enhance and improve digital services on new site. Now looking to decommission old site.	100%	✔	31-Oct-2022
COPL 01.1b Relocate Ayrshire Archives and Registration to a purpose build repository at South Harbour Street.	Service Lead - Democratic Governance	The Ayrshire Archives is now open within South Ayrshire every Tuesday, by appointment, which is the level of service provided to South Ayrshire Council residents prior to the re-location to South Harbour Street and available staffing resource. Registration Services will not relocate to South Harbour Street, due to risks previously identified with marriage room access. Service will continue to operate from Ayr Town Hall.	100%	✔	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
COPL 01.2b Create modern apprenticeship opportunities across South Ayrshire for our young people.	Service Lead - Thriving Communities	We currently have 103 Modern Apprentices in a range of occupational areas.	100%	✔	31-Mar-2022

		<p>18 MA's have been recruited over the period September – December within the following areas: -</p> <p>9 - Business & Administration 5 - Sustainable Resource and Management 3 - Youth Work 1 - Roads Maintenance</p> <p>EQUALITY DATA Currently 11 of our MAs are Care Experienced 1 is a young carer and 29 have an ASN.</p>			
--	--	--	--	--	--

1.3 We will plan well for the future using sound evidence and involve our communities




COPL 01.3a Strengthen our tenants' voice through the implementation of our Tenant Participation Strategy.	Assistant Director - Housing and Operations	Our Tenant Participation (TP) Team have scheduled tenant meetings and events for 2023 to support tenants and communities with access to getting involved in tenant participation and their housing service. Projects such as a tenant's podcast and tenant scrutiny have been re-established. The TP will be starting to prepare for their re-accreditation with the Tenant Participatory Advisory Service, which will be due for renewal in 2023. A Comprehensive Satisfaction Survey of tenants across South Ayrshire was completed in February 2023, the results will inform the Housing Services, Annual Return of the Charter which is submitted to the Scottish Housing Regulator.	90%		31-Mar-2023
COPL 01.3b Work with services to improve budget monitoring and forecasting processes in order to facilitate more effective management of Council resources.	Service Lead - Corporate Accounting	This action originally referred to the acquisition of a standalone piece of software. It has however been superseded by a wider ERP project that is covered in the Corporate Accounting Service Improvement and Recovery Plan and will therefore be tracked at service level. Work to improve budget monitoring and forecasting techniques is ongoing through regular review of past experience and engagement with client services.	17%		31-Mar-2022
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

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	We have implemented an integrated approach to embedding the trauma informed and responsive strategic action plan. The South Ayrshire: LEADS project has designed and developed an information page within The Core, a COAST module for Trauma awareness been developed and launched for staff across the Council. Work also continues to progress well in terms of training and development and staff wellbeing. The Community Planning Partnership Board have agreed to sign the National Trauma Leadership Pledge, this will be concluded at the next meeting of the CPPB in April 2023. Furthermore, a Leadership Event has been scheduled for 31st May 2023. This work will continue to be embedded during 2023/2024.	100%		31-Mar-2023
COPL 01.4b Review the Council's House Allocations Policy to make best use of available housing stock.	Service Lead - Housing Services	The review of the Allocations Policy is progressing, and Officers are working to the revised target date of 31 December 2023, as agreed with the Portfolio Holder for Buildings, Housing and Environment. The Officers' working group is continuing to draft proposals and considerations to develop an updated Allocations Policy. Work is ongoing to identify the potential impacts of proposed changes and further consultation will take place. The Housing Online project commenced in June 2022, this project includes the development of an 'online housing application and advice module' to meet local need. Officers are working alongside ICT and the software provider to progress implementation; updates are being provided through the Council's Strategic Change Programme. As part of the implementation plan, a software version update will be required for NEC Housing and 'go live' is now scheduled for 31 December 2023. It is requested that this action is moved to the Housing Services – Service Plan to be taken forward at Service Plan level.	65%		31-Dec-2023
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 LP of 15 Feb 2022.	100%		31-Mar-2022
COPL 01.4d Develop a Social Lettings Service to support access to the Private Rented Sector.	Assistant Director - Housing and Operations	Three properties in operation with one being marketed at present. Staffing change has slowed down pace of procurement however new member should be in post by end of February and will reengage sector to procure more properties. Tenants in situ are managing their properties.	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 programme.	Service Lead - Thriving Communities	<p>Over 100 Young People started on the WorkOut programme in September. Young people attend one day per week work experience as part of their curriculum between September and March. Thriving Communities delivered team building sessions to the young people and supported young people with their inductions. The Town Centre Employability Squad is supporting young people this year through WorkOut! in addition to supporting placements through No-One Left Behind.</p> <p>The Local Employability Partnership continue to plan, monitor and develop new employability initiatives through No One Left Behind.</p>	100%		31-Mar-2022
COPL 02.1b Implement the Educational Services Improvement Plan (<i>cross reference to same action in 2.3</i>)	Director of Education	Work will be carried forward at Service level going forward	100%		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	<p>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. Because of the provision of free school meals payments over the Christmas holiday period there was no provision delivered over this time period.</p>	100%		31-Mar-2022

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.	Assistant Director - Housing and Operations	<p>Housing Services and the HSCP continue to work in partnership to explore alternative housing options for young care leavers. Housing services continue to support The Promise, incorporating actions within the development of our draft Local Housing Strategy 2023 – 2028. Work has progressed between Housing Services and the HSCP in terms of reviewing the function of the Youth Housing Support Group to look to see where we can improve housing outcomes for young people and those in the care/leaving care settings. This includes considering what those housing outcomes should be and how we promote success and sustainability.</p>	70%		31-Mar-2023
--	---	---	-----	---	-------------

COPL 02.2b Implement the Child Poverty Action Plan to help close the opportunity Gap	Service Lead - Policy, Performance and Community Planning	The Scottish Government have recently updated their Child Poverty Strategy and issued guidance to help public bodies develop their action plans. Officers closed off the existing Child Poverty Action Plan which was submitted to the Community Planning Board in April 2023 and work is underway to develop a refreshed action plan with partners for approval by the CP Board in April 2024.	100%		31-Mar-2023
COPL 02.2c Work to improve the legal permanence journey for care experienced children.	Service Lead - Legal and Licensing	Coordinator (Legal Services) sits as a member of the Signs of Safety Implementation Group for the H&SCP, and they are continuing to review and revise paperwork for SW reports for Permanence cases. The work will be ongoing, but I am satisfied that the Action can now be marked as implemented, with good joint working leading to better outcomes for care experienced children.	100%		31-Mar-2023
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 continue to work alongside Skills Development Scotland, Health and Social Care Partnership and Education to improve outcomes for young people who are care experienced. Officers are co-located and transition and tracking meetings take place regularly. The partners are working together to support Care Experience Week with an event planned at Ayrshire College in October.	100%		31-Mar-2022
COPL 02.2e Work with partners to improve employability outcomes for care experienced young people.	Service Lead - Thriving Communities	46 care experienced young people have progressed to Ayrshire College where Thriving Communities continue to track and monitor alongside Skills Development Scotland, Education and Ayrshire College. Thriving Communities are currently supporting 103 care experienced school pupils in partnership with Skills Development Scotland with early intervention employability support and careers planning. Thriving Communities are supporting 59 care experienced young people on Positive Futures which is our post school employability programme.	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	Officers continue to support young people who are care experienced and young people with additional support needs. Through the local employability partnership (LEP) partners are developing initiatives to help close the disability employment gap. Employment Fayres are being organised and there is a targeted approach to generating referrals. One young person recently progress from project Search into a Modern Apprenticeship with Thriving Community Health and Wellbeing Team. SAC tailored jobs programme is on target have everyone in post. Thriving Communities have submitted proposals through UKSPF to allow targeted work to support young people with ASN and Care Experience beyond March 2023 when the current ESF Funding finishes.	100%		31-Mar-2022





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 (<i>cross reference to same action in 2.1</i>)	Director of Education	Work will be carried forward at Service level going forward	100%		31-Mar-2023
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	Action moving to Service Plan as continuing routine work	100%		31-Mar-2023
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	The current South West Education Improvement Collaborative (SWEIC) Plan concluded at the end of March 2021 and a new plan 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.	100%		31-Mar-2022

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.	Director of Strategic Change and Communities	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.	100%		31-Mar-2022
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	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.	100%		31-Mar-2022
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	The main works at Prestwick Campus are now complete and the building handed over. The demolition of the old school and final landscaping will be complete by March 2023. The main works at Maybole Campus are ongoing and on programme for handover August 2023.	100%		31-Mar-2022


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.	Assistant Director - Housing and Operations	The ELT paper submitted in 2022 for 2 additional Housing First Support Workers (level 5) was approved in March 2023. When these posts are filled the service will be in a position to increase the caseload to 50 by the end of financial year 2023/24. Other RRTP workstreams continue to progress.	60%		31-Mar-2023
COPL 02.5b Expand the Housing First service to meet the needs of people with experience of repeat homelessness and complex needs.	Assistant Director - Housing and Operations	An ELT paper, requesting approval for 2 additional Housing First Support Workers (level 5), was approved in March 2023. When these posts are filled the service will be in a position to increase the caseload to 50 by end of financial year 2023/24.	80%		31-Mar-2023
COPL 02.5c Monitor customer need and trends to provide targeted information and advice services, adapting our approach as required.	Service Lead - Organisational Development and Customer Services	During quarter 2 of 2022/ 23 the IAAH handled 8,632 enquires, which is a 26% increase on quarter 2 of 2021/22. The transfer of crisis grant applications to the Scottish Welfare Fund team, as well as increased temporary staff in the Hub funded by Covid recovery funding has enabled the team to manage the increase.	100%		31-Mar-2022
COPL 02.5d Support people who are furthest away from the labour market through each stage of the employability pipeline and into work.	Service Lead - Thriving Communities	From 1st September we have registered 36 young people onto our Positive Futures Programme, within this period 4 young people have progressed to Modern Apprenticeships and 1 young person to external employment. The 2022 Annual Participation measure was published in September 2022 and shows further improvement in 16–19-year-olds in a positive destination with 93.7% compared to the national average of 92.4%. Adult provision The "Evolve" programme for over 25's who have been 12 months or more unemployed has now been established with 39 participants taking up 6-month posts with council services and 3rd Sector partners during the period 01 April 2022 – 31 December 2022. 195 new referrals were received for the Adult Employability Programme in the period 01 April 2022 -31 December 2022 with 49 clients progressing into employment or further education within the period. The Family Engagement team are currently supporting 76 parents/carers and have provided aftercare/in-work support to 17 parents from September – December	100%		31-Mar-2022


		SALUS has co-located with Thriving Communities to continue to offer health and wellbeing support to young people and adults that we are working with.			
--	--	---	--	--	--


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 and NHS Ayrshire and Arran.	Service Lead - ICT Enterprise Architecture	Microsoft 365 platform has now been deployed to all ICT users across the Council including the HSCP. The M365 project team successfully developed an on-boarding programme with each service to promote the solution, understand each service's needs and work with them as it was rolled out on a service-by-service basis. With the Council and HSCP now being on the same platform, collaboration and sharing has been improved though issues between HSCP and NHS still remain. With initial deployment to now complete, further activities beyond this Action to embed and consolidate the use of M365 across our Services are now underway, again being led by the M365 project team.	100%		31-Aug-2022
--	--	---	------	---	-------------


COPL 03.1b Work with partners to meet the identified housing needs of Health and Social Care Partnership service users.	Assistant Director - Housing and Operations	Work has continued with the HSCP and partners to identify the housing needs of service users. Throughout the development of the Local Housing Strategy 2023-2028 there has been consultation to ensure that the outcomes and actions identified are achievable in South Ayrshire. Similarly, the review of the Allocations Policy will take into account the housing needs of service users and will involve consultation with relevant partners.	55%		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	99 contracts in total out of a projected 119 have now been issued at least one scorecard (83%) with the remaining 20 new contracts to be issued between April 2023 to October 2023, in line with South Ayrshire HSCP's Quality Assurance Schedule. It should be noted that the number of contracts will continually change as contracts end or as new contracts are awarded. It should also be noted that it is expected these numbers may change over the course of the next 3-6 months as Procurement align the Contract and Supplier Management Process (CSM) with the	100%		31-Mar-2023
--	----------------------------	---	------	---	-------------

		HSCP Quality Assurance Framework which asks for a minimum of one visit per year per Provider/contract. This is a result of a review of the current CSM/HSCP process which was conducted during Q3/Q4 of 2022/23. Both sides agreed that alignment of the processes was the way forward. This is now a business-as-usual process.			
--	--	--	--	--	--


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 October to mid-March 2023, 7 call blockers have been installed. Working in partnership with The National Trading Standards Scams Team, 11 referrals were received about victims of mail scams whereby advice was provided to 3 contacts about them potentially being the victims of mail scams. One victim of mail scams had £100 returned from the National Trading Standards Scams Team. 19 complaints were received about scams. In partnership with members from the SAC Library team and officers from Police Scotland 10 talks, involving over 180 South Ayrshire residents were carried out raising awareness of phone and mail scams and bogus callers. Scams information was included in a Trading Standards article in the South Ayrshire Live winter edition and 8 social media releases on scams were issued including a radio and You Tube advert promoting the South Ayrshire Trusted Trader scheme.	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 Service Annual Report will go to cabinet on 1 November 2022. Self- evaluation is currently being undertaken to develop the next plan 2023-26,	100%		31-Mar-2022
--	-----------------------	--	------	---	-------------

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 NAC/EAC. The AGD programme lead is supported by NAC, including support to the CWB commission. The programme will run for 3 years. Regular updates are provided at the Member Officer Working Group and a report for the Service and Performance Panel is scheduled for February 2023.	100%		31-Mar-2022
COPL 04.1b Implement the Strategic Economic Plan for South Ayrshire.	Service Lead - Economy and Regeneration	Implementation complete and delivery in progress. The SEP provides the framework for mainstream service delivery. An update on progress is scheduled for Cabinet in April 2023.	100%		31-Mar-2022
COPL 04.1c Implement the Ayrshire Growth Deal Programme.	Service Lead - Economy and Regeneration	The full implementation and delivery of the Growth Deal will continue to November 2030. An update was provided to Cabinet on 30 August 2022. The next update to Cabinet is due 28 February 2023.	100%		31-Mar-2022


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.	Service Lead - Destination South Ayrshire	The heritage hub is open to the public and is receiving regular footfall and positive feedback. We have appointed a new heritage outreach officer who started in mid-April and will be working on strategy for The Heritage Hub and its programme of activities.	99%		31-Dec-2022
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


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	Community benefit tracking and collaboration through the Community Wealth Building group are now Business as usual processes. The new Community Benefit portal is now live and requests for support have been received from Community Groups. Community Benefit requests from	100%		31-Mar-2023
--	----------------------------	---	------	---	-------------


		suppliers have also been targeted to specific events i.e. the coronation and Air Show in 2023. Procurement will continue to report on Community Benefit numbers via the Annual Procurement report and via SO6.2 on a quarterly basis.			
--	--	---	--	--	--

COPL 04.3b Continue to support local employers to recruit young people.	Service Lead - Thriving Communities	July – September Thriving Communities continue supporting local businesses to recruit young people through our Employer Recruitment Incentive.	100%		31-Mar-2022
---	-------------------------------------	--	------	---	-------------

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	<u>Strategy approved at Cabinet 23/05/23</u> The Cabinet Decided: 6 (1) to approve the strategic recommendations following conclusion of the consultant's review as shown at Appendix 1 of this report; (2) to authorise that a review of the proposals is carried out for each asset type and validate cashable benefits and costs for the Council to deliver the outline work plan at Appendix 2 of this report; (3) to request that, an update report on progress be provided to Cabinet in June 2024; and (4) to acknowledge that, additional resources will be required to complete the review.	100%		31-Mar-2023
--	--	---	------	---	-------------

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 Property Maintenance, have arranged another event with the SDP for March 2023. This in person event is targeted at a contract for Property Maintenance for Minor Repair Works for Housing stock and will involve as many local suppliers as possible. The event will describe the contract opportunity, bidding process and allow potential suppliers to ask about the work involved. Involvement of the SDP, when relevant, is now a Business-as-usual procurement process and will continue as part of the procurement and Community Wealth building activity.	100%		31-Mar-2023
--	----------------------------	--	------	---	-------------

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	Officers updated on enhanced enforcement procedure. Implementing from 1st July.	100%		31-Mar-2022
--	---	---	------	---	-------------

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	This action will be carried forward in the Service Plan	95%		31-Mar-2023
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 Customer Services	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; Council vans; refuse collection vehicles; and an increasing range of vinyl displays. Most recently vinyls have been installed in County Buildings.	100%		31-Mar-2022

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	Asset Management continue to work in conjunction with Thriving Communities and local community groups interested in taking ownership or lease of our assets.	87%		31-Mar-2023
COPL 05.2b Deliver the Council's 'Strategic Housing Investment Plan' (SHIP) in conjunction with partners.	Director of Housing Operations and Development	160 units on site with Phase 1 due for completion May/June 2023 with 13 2P Bungalows. In development there are 75 units at Riverside and 42 units at St Ninians. Both due to start on site September 2023.	80%		31-Mar-2023
COPL 05.2c In consultation with stakeholders prepare and deliver the Local Development Plan 2	Service Lead - Planning & Building Standards	The Scottish Government approved the document on the 30th of June 2022	100%		31-Mar-2022
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	This action will be carried forward in the Service Plan	80%		31-Mar-2023
COPL 05.2e Actively engage with local communities and stakeholders to involve them in the design process for	Service Lead - Special Property Projects	Pre application planning process during which the public were able to provide feedback/comments on the emerging leisure centre designs was completed at the start of 2022. A report on the virtual event (including	100%		31-Mar-2022


major capital projects and understand their aspirations and concerns.		feedback/comments) was included in the planning submission for the new leisure centre which was subsequently approved March 2022.			
---	--	---	--	--	--


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	The recent introduction of the Next Door social media platform, as well as an increased presence on existing channels has helped us to significantly increase followers across our corporate channels to 52,922.	100%		31-Mar-2022
---	---	--	------	---	-------------

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 6 commitments of the Council plan. The Communications strategy will be in place until a new 5-year strategy is developed to align with the new council plan. The strategy has been fully implemented.	100%		31-Mar-2022
--	---	---	------	---	-------------

5.4 We will promote South Ayrshire as a visitor destination

COPL 05.4a Develop and implement a Tourism Strategy for South Ayrshire.	Service Lead - Destination South Ayrshire	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
---	---	---	------	---	-------------


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.	Service Lead - Destination South Ayrshire	Options Appraisal sent to CE and Assistant Director. The Assistant Director responded to AAVELG with feedback on our current position and how we would like to progress in the future. Awaiting full business case from Scottish Enterprise re the action plan - due end of April.	96%		30-Dec-2022
--	---	--	-----	---	-------------


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 an additional green flag in 2022 which takes the total number for South Ayrshire to five sites. In addition to this Belleisle Estate has retained the Green Heritage Site Accreditation. This accreditation 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 number of sites for 2022/23.	95%		31-Dec-2022
---	---------------------------------------	---	-----	---	-------------

		We are still working towards a bespoke Parks and Estates website to promote what our Parks and Estates 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. This stalled due to potential GDPR implications however this has now been resolved. We have had some issues with the still photography element however this has now been ratified. We had initially anticipated the website to be up and running for the end of 2022 however this has now been put back to Easter 2023.			
--	--	---	--	--	--


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 December, 2022, draft spend of £64,624,973 has been achieved on the General Services Capital Programme, representing 64.85% of the full approved budget for 2022/23. A re-profiling exercise will be undertaken through the P9 Capital Monitoring Report.	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 was 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. Electric sub metering has been installed in Kyle Academy. New Building Management System (BMS) software has been installed allowing 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.	Assistant Director - Housing and Operations	We have received £1.6 million for financial year 22/23 and have proposed projects that will include properties in Dailly/Girvan, Swedish Timbers in Dalmilling and scoping potential projects in the Lochside area.	100%		31-Mar-2022
---	---	---	------	---	-------------


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	Established processes are in place to consult tenants on rent setting proposals and work with tenants on setting the priorities for the housing capital investment programme. As part of the last consultation with tenants, options on rent setting were outlined and 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 investment priorities. This feedback was considered	100%		31-Mar-2023
--	---------------------------------	---	------	---	-------------


		<p>as part of the future rent setting proposals approved by the Special Meeting of South Ayrshire Council on 20 January 2021 to cover the period 2021/22 – 2023/24. In line with the priorities identified by tenants, approval was given by Council to direct uncommitted resources from the Housing Revenue Account to carry out additional investment in window replacement work and external fabric upgrade programmes.</p> <p>On 1 March 2023, the Council approved rent setting and the Housing Revenue Account - Revenue and Capital Budgets for 2023/24. This programme of investment will lead to improvements across the Council's housing stock.</p> <p>This action is complete, although ongoing work to deliver the housing capital programme in consultation with tenants will remain an ongoing activity for the Housing Service.</p>			
COPL 06.1e Deliver contracts which better support sustainability and an improved environment in South Ayrshire.	Service Lead - Procurement	Sustainability Clauses are now part of every regulated procurement exercise and scored as part of a tender evaluation. This is now a business-as-usual process and is reported on as part of the Procurement Annual Report as well as quarterly via CPL 6.04. Tasks to improve sustainability and environment, such as procuring a Scope 3 emissions tool, are considered as individual procurement exercises with cost/benefit analysis taking place each time.	100%		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	Nine patrols were undertaken in quarter 3, these were primarily around schools. There were no patrols in quarter 4.	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.		The Riverside Sports Arena is now complete and fully operational. The facility was officially opened by Depute Provost, Leader, Portfolio Holder and Ayr North Councillor's on the 6th of February 2023.	100%		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
---	---------------------------------------	---	------	---	-------------

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	Action will be carried forward in Service Plan	97%		31-Oct-2022
---	--	--	-----	---	-------------

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
--	-------------------------------	--	------	---	-------------

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
---	--	---	------	---	-------------

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
---	--	--	------	---	-------------

APPENDIX 2

Supplementary overview of work that has taken place across our Council Services to support the strategic priorities and supporting commitments: (i) directly attributable to the Council Plan (*cross referenced to Pentana dashboard actions*) and (ii) contributing towards the Council Plan.

1. FAIR AND EFFECTIVE LEADERSHIP

CUSTOMER SERVICES

The Customer Service Team continues to provide a professional frontline service by phone, digitally and face to face by appointment across South Ayrshire. The team also play a key role in administering the Liberty telephony system, a vital communication tool, which helps facilitate the varied work styles implemented as a part of the Council's Future Operating Model Project.

PERFORMANCE DATA

- The team handled 197,604 enquires in the period 1st April 2022 to 31st March 2023.
- Our telephone appointments system supports some of our most complex and lengthy enquires and our advisors handled on average 78 telephone appointments per month for blue badge applications and council tax enquires in the period 1st April 2022 to 31st March 2023.

KEY ACHIEVEMENTS

- Re-introduction of face-to-face services by appointment in each of the five main towns.
- The team have worked on the efficiency and expansion of the Liberty telephony system in several areas including the Housing Policy Team, Social Care Support Team and Sport, Leisure, and Golf.

REVENUES & BENEFITS, REVENUES

Revenues Services administer billing & recovery for Council Tax.

PERFORMANCE DATA

- 95.6% of Council Tax collected by the end of the financial year.

KEY ACHIEVEMENTS

- Increased Revenues Collection – (95.1% collection in 2021/22).

REGISTRATION SERVICES, LEGAL AND REGULATORY SERVICES

External scrutiny is undertaken by the National Records of Scotland. The audit of Registration records across Scotland is currently being undertaken for 2022. The results of this audit are not yet published.

PERFORMANCE DATA

- South Ayrshire Registrars carried out 3,413 registrations in 2022, an increase of 211 from 2021.

ORGANISATIONAL DEVELOPMENT (cross reference COPL 01.2a)	
Organisational Development (OD) provides a workforce, organisational change and development service. They work with Service Leads at a corporate level to take a planned and strategic approach to organisational effectiveness and to support culture change.	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<p><u>Workforce Planning</u></p> <ul style="list-style-type: none"> • OD developed, drafted, and presented the 2022-25 Council workforce plan to the Service and Improvement panel and Cabinet, and the 2022-25 HSCP workforce plan to the IJB (with the latter plan receiving positive formal feedback from the Scottish Government.). • To embed strategic workforce planning, OD worked with the Local Government Association in delivering tailored training to CLT and to over 40 senior managers (30 Council Service Leads and 10 NHSAA Service Managers.) OD delivered follow-up sessions to 38 Service Leads and Coordinators focusing on workforce planning roles and responsibilities and delivered further training to 25 Coordinators on workforce planning fundamentals. • OD has devised workforce planning and succession planning templates and guidance sessions to all Service Leads (alongside analysis and reports for Directors) enabling services to consider and confirm workforce planning actions and activities linked to the Service Plan. <p><u>Corporate Learning and Development</u></p> <ul style="list-style-type: none"> • In the past 12 months, OD have designed, developed, updated and deployed 39 COAST modules. To further support services, OD has run 21 COAST awareness sessions as part of an ongoing engagement programme across all services. • OD facilitated the Improvement Service Political Skills Assessment process with elected members. • OD devised and is progressing a new leadership development programme which was approved by ELT which focuses on Essential Leadership Skills, Management Development Workshops, and Leadership Engagement Events. • OD carried out a corporate digital skills survey (1300+ responses) identifying skills gaps, with key themes were shared across all services. Liaising with the Digital Office, OD has developed a 'light-touch' digital skills competency framework which is currently being piloted. • OD coordinate the Workforce Development Fund and courses funded by this scheme are delivered by Ayrshire College. The courses accessed via the fund this year will support digital skills and workforce planning and include courses on Excel (Beginner, Intermediate and Advanced), Excel Pivot Tables; Microsoft Dashboards, Customer Services and Effective Meetings. A total of 9 courses will be delivered, with 10 spaces in each. 	<p>OD coordinated all activities to deliver The Outstanding People Award employee recognition scheme. 186 nominations were received across 7 categories and finalists were shortlisted by ELT. The categories were;</p> <ul style="list-style-type: none"> • Outstanding Trainee • Outstanding Contribution to Climate Change • Outstanding Improvement and Innovation • Outstanding Customer Focus • Outstanding Supervisor • Outstanding Team • Outstanding Employee • A special recognition award selected by the Chief Executive. <p>The TOPA ceremony took place in the Town Hall, Ayr on Thursday 25 May 2023, the evening was a great success and was the perfect opportunity to recognise projects and teams which deliver excellence across the Council. Winners can be viewed here: Sway (office.com)</p>

POLICY, PERFORMANCE AND COMMUNITY PLANNING: STRATEGIC CHANGE
<p>Since the launch of the Change Programme in 2021, a key objective was to grow the programme and increase knowledge of its role and function across the Council. This saw the Programme grow from an initial 21 projects to a high of 36 projects in January 2022.</p> <p>While the Programme grew in scope, a refreshed focus for the Programme was required: the first two years of the Programme were about demonstrating, supporting and delivering business change across the Council, however, the pace of change requires acceleration. Introduction of a financial target and a reduction in FTE has led to a review of projects on the Programme with a focus on delivering financial savings and significant productivity improvements. It has also empowered Officers on the Programme to identify initiatives and new models of delivery that will accelerate the pace of change in the Council.</p>
KEY ACHIEVEMENTS
<ul style="list-style-type: none"> All of the actions in the Council's Best Value Action Plan relating to the Change Programme were achieved ahead of schedule.

POLICY, PERFORMANCE AND COMMUNITY PLANNING: TRAUMA INFORMED (cross reference COPL 01.4a)	
<p>In line with the National agenda on ensuring Scotland's workforce is trauma informed and responsive, South Ayrshire: LEADS is the project that is supporting the implementation across South Ayrshire.</p> <p>The project focuses on developing a trauma informed leadership; ensuring all staff are trained relevant to role and remit; staff wellbeing; ensuring we work collaboratively with both partners and our lived experience community; and ensuring all we do is in line with the 5 national principles of trauma informed practice: safety, choice, collaboration, trust, and empowerment.</p>	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> 84 awareness sessions were delivered to SAC services and teams, 49 awareness sessions were delivered to partners. 40 staff members attended Vicarious Trauma training course, Heal the Healers. The South Ayrshire: Through a New Lens is a lived experience led, multi-agency, trauma network that aims to support the development of trauma informed systems and services across South Ayrshire has 82 members. 12 trauma network meetings were held and 1, in person, development session was held. A pilot mental health first aid network has been established with 15 members of staff volunteering their time. 912 members of staff had completed the trauma informed level 1 module on Coast. 	<ul style="list-style-type: none"> It was agreed by ELT in November 2022 that a trauma informed level 1 module would become part of the corporate induction package. The Trauma Informed Practice Officer was invited to be a key speaker at the Missing Person's Conference in February 2023. The trauma lead organised a workshop in February 2023, supported by the Improvement Service, to raise awareness of the commonalities between various cross cutting agendas in Scotland with senior leaders. This workshop further supported the development of the proposed Integrated Equalities Impact Assessment due to go to cabinet later in 2023. A comprehensive training plan was developed and supported by cabinet in January 2023. This plan will secure in house trainers that will be able to deliver level 2 and 3 trauma training to the organisation and wider partners. Training is expected to begin in April 2023. The Community Planning Partnership has committed to signing the NHS Education for Scotland Trauma Leadership Pledge. It is expected this will take place in April 2023.

HOUSING, OPERATIONS AND DEVELOPMENT - HOUSING POLICY AND STRATEGY (cross reference COPL 01.4d)

Your Choice, Lettings and Property Management is the Council's own Social Letting Service, set up as part of our aims to offer more realistic housing choice as well as prevent and alleviate homelessness. We are one of 2 Local Authorities in Scotland to have their own letting agency and the only one to have developed this as part of our Rapid Rehousing Transition Plan

PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none">• 8 properties on our portfolio.• All tenancies are being maintained.• Letting Agent registered with relevant staff accredited to carry out Letting Agent work.	<ul style="list-style-type: none">• 0 arrears.• All tenancies being maintained.• 1 tenancy came to natural conclusion due to tenant wishing to move on.• Bronze TOPA achievement.

2. CLOSING THE GAP

THRIVING COMMUNITIES <i>(cross reference COPL 02.5d)</i>	
Thriving Communities has worked in partnership with Education and Skills Development Scotland (SDS) to ensure young people reach a positive destination on leaving school.	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> In June 2022 the Scottish Government published the School Leaver Destination (SLDR) follow-up report, confirming South Ayrshire were the best in Scotland with 97.6% of school leavers being in a positive destination (national average 95.7%). In February 2023 the SLDR follow up report was published with 98.6% (national average 93.5%) of South Ayrshire school leavers being in a positive destination – this is the highest we've ever recorded. Over the past three years South Ayrshire have been in the top three councils across the country for the number of young people progressing to a positive destination on leaving school. This underlines our commitment to Closing the Gap for young people by helping them fulfil their potential. 	<ul style="list-style-type: none"> Senior phase pupils who are at risk of not reaching a positive destination are identified through MCMC meetings. Thriving Communities offer employability support to support them to reach a positive destination on leaving school. House visits to young people who have disengaged from education and/or other services. Providing supportive pathways for young people who are not engaging in education. Working with the H&SCP and Education to identify and provide early intervention support to care experienced young people. Providing bespoke support to meet the needs of the young person.

THRIVING COMMUNITIES <i>(cross reference COPL 02.2d, 02.2e, 02.2f)</i>	
Thriving Communities provided enhanced employability support to care experienced young people to help them progress to further education or sustained employment.	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> Since August 2022 – June 2023 (school term) Thriving Communities and Skills Development Scotland (SDS) have worked in partnership with Education to support 77 care experienced pupils through early transition support. In August 2022 Thriving Communities supported 38 care experienced young people to progress to college and in January 2023 supported a further 11 care experience young people to progress to college. These young people were in senior phase at school or engaging in one of Thriving Communities employability programmes. 40 out of 49 young people sustained their college placement with some receiving ongoing support from Thriving Communities around attendance and money management. 9 young people disengaged due to various reasons, however due to Thriving Communities enhanced aftercare support 7 young people registered with Thriving Communities employability service, 1 progressed to employment and 1 did not want to engage with employability services due to personal reasons. South Ayrshire Council was commended by Skills Development Scotland in their Quality Assurance Review for the strategies and resources put in place to support individuals from specific equality groups to optimise their chances of success. South Ayrshire Council's Modern Apprentice rate for recruiting care experienced young people is 5.5% (national average of 2.1%). 	<ul style="list-style-type: none"> Providing early intervention support to care experienced young people who are in senior phase at school to support them to progress to positive destinations from school. Working in partnership with SDS and Ayrshire College to track and support care experienced young people to help them to sustain their college course. Creating supportive pathways for care experienced young people to access apprenticeship opportunities with South Ayrshire Council.

THRIVING COMMUNITIES (cross reference COPL 02.2f and COPL 01.2b as part of wider MA update under Commitment 1)	
Thriving Communities provide enhanced support to young people with additional support needs to progress to sustained employment and further education opportunities.	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> • 2 young people engaging in Thriving Communities Supported Employment Programme have progressed into paid employment. • 6 progressed to Modern Apprenticeships. • 8 progressed to further education. • 3 commenced SAC's Tailored Job opportunity. • South Ayrshire Council's Modern Apprentice rate for recruiting young people with additional support needs during 22/23 was 33.3% (national average of 15.3%). 	<ul style="list-style-type: none"> • Working with employers and internal council departments to create opportunities for young people with additional support needs. • Working with Education and Social Work to promote the supported employment programme. • Creating supportive pathways for young people with additional support needs to access internal Modern Apprenticeship opportunities.

THRIVING COMMUNITIES (cross reference COPL 02.1a)	
The Town Centre programme was created by Thriving Communities and Waste Management. The programme provides supportive placements to young people to help them build a wide range of core and employability skills by carrying out duties connected with the general upkeep of Ayr Town Centre.	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> • 72 young people supported on the programme from April 22 – March 23. • 34 progressed to a positive destination. • 30 young people are still engaging on the programme. • 8 young people did not feel the programme was for them but continue to work with Thriving Communities for employability support. 	<ul style="list-style-type: none"> • The Town Centre programme was developed to provide opportunities for trainees participating in Thriving Communities post-school employability programmes. • While engaging on the Town Centre programme, young people develop a wide range of employability, core and practical skills as well as supporting the environmental issues and general cleanliness within Ayr Town Centre. • The programme helps trainees build confidence, routine, and structure, in addition to developing transferable skills to help them progress to further education, employment, or further training opportunities. • The Town Centre Squad have developed a structured work plan to navigate their way through the work required to enhance and maintain the Town Centre. To complete this efficiently the team have created zones where they complete the required works within each zone before moving onto the next area. As well as working through the zones, there are daily tasks that are required to be carried out including, litter picking twice a day and risk assessing the Town Centre, reporting any faults to relevant departments such as Ayrshire Roads Alliance and Building Works.

THRIVING COMMUNITIES (cross reference COPL 02.4b, COPL 02.4a and COPL 02.5d)	
Thriving Communities Family Engagement team take a whole family approach to support parents and carers to access work and training opportunities that fit around their individual caring commitments, to ensure households are better off when moving into work. The team provides support, to those furthest removed from the labour market, taking the first steps to return to work or training and those in work who are still experiencing financial hardship or insecure work contracts.	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> • During 2022-2023 the team provided intensive support to 86 families across South Ayrshire. • Household income was increased through various supports to apply for grants and other benefits including Free School Meals (£34,806), Clothing Grants (£9,129), Benefit Gain (£12,768) and Best Start Grants (£3,420). 	<ul style="list-style-type: none"> • 31 parents moved into employment. • 4 progressed on to Further Education courses with aftercare. • 29 progressed along the employability pipeline with continued support. • Courses to improve health, well-being and confidence were delivered to parents at the early stages of their employability journey. • Support to develop money management and budgeting skills was given to participants on a one-to-one basis or in small group settings.

INFORMATION AND ADVICE HUB (cross reference COPL 02.5c)	
The information and Advice Hub provides a comprehensive, impartial, and confidential information and advice service in areas such as welfare benefits, debt/money, employment, and home energy, from a range of locations across South Ayrshire. Demand for the Hub's services, including benefits advice, money and debt advice, employment and assistance with home energy continues to climb significantly as the cost-of-living crisis continues. In total the team managed 40,122 enquires during 2022/23 which is a 37% increase on the previous year.	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> • £10,029,899 increase in verified income for residents of South Ayrshire through benefit uptake and emergency grant provision. • 592 Household Boost Fund payments made. • 228 emergency fuel grants distributed. • Assistance provided to claim benefits and or additional grants to 437 residents through direct McMillian Cancer Support referrals. 	<ul style="list-style-type: none"> • Launched our Household Boost Fund in October 2022 to assist people struggling with the cost-of-living crisis. • Expanded outreach support across South Ayrshire - advisors targeted harder to reach groups by working closely with local community groups, NHS, HSCP, internal services and third sector organisations to ensure the most vulnerable residents of South Ayrshire were offered support. • Developed direct working partnerships with the Fuel Bank Foundation and the Trussell Trust to widen access to support for South Ayrshire residents. • Secured funding from Macmillan and Trussell Trust to expand service provision and provide further support to South Ayrshire Residents. • Introduced direct advice services in schools, to assist parents in dealing with the cost-of-living crisis, providing them with the knowledge and tools they need to make informed financial decisions as they face the challenges of rising living expenses. • Working in partnership with the HSCP, the IAAH developed and delivered mandatory welfare rights sessions, to help those staff working the community to spot the signs of debt and signpost or make onward referrals to the Information and Advice hub.

REVENUES & BENEFITS - BENEFIT SERVICES (cross reference COPL 01.4c)	
<p>Ensuring that all benefit claims are processed accurately and within appropriate timescales remains a priority. Our processing figures increased substantially during 2020/21 due to the Covid-19 pandemic and have not returned to pre-pandemic levels due to the cost-of-living crisis. Despite this level of demand remaining constant we have been able to slightly increase our performance targets in processing new claims for Housing Benefit during 2022/23 and maintained the same performance level as 2021/22 for Council Tax Reduction claims. Benefit Services also process applications for Education Benefits (Clothing Grants and Free School Meals) which moved entirely to an online application during the Covid19 pandemic. During 2020/21 we saw an increase in application volumes of 80%, the demand remained at similar levels during 2021/22 & 2022/23 with no return to pre-pandemic levels.</p>	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<p><u>Housing Benefit & Council Tax Reduction</u></p> <ul style="list-style-type: none"> We processed New Housing Benefit Claims in an average of 12 days in 2022/23 which is an improvement of one day from the 13 days it took in 2021/22. This compared favourably with the national average figure of 20 days. We processed New Claims for Council Tax Reduction in 15 days in 2022/23 which is the same as in 2021/22. The average time taken to process change of circumstances in all benefits claims during 2022/23 was 4 days which was a slight decrease from the 3 days it took in 2020/21 and is the same as the national figure. However, the actual level of changes processed has increased by 5.6%. <p><u>Clothing Grants</u></p> <ul style="list-style-type: none"> 4298 clothing grants were paid totalling £570,780, which is comparable with 2021/22 figures of 4241 grants totalling £562,710. 	<p>Maintaining service provision despite increased demands due to Covid19 which have remained constant during 2022/23.</p>

REVENUES & BENEFITS - SCOTTISH WELFARE FUND (cross reference COPL 01.4c)	
<p>During 2020/21 the impact of Covid19 resulted in an 18% increase in applications for Crisis Grants. Demand has never reduced to pre pandemic levels with an 8% increase during 2021/22 and a further 4% increase last year (2022/23) as the Cost-of-Living crisis continues to effect vulnerable customers. Despite this we are performing better than the national average. Community Care Grant numbers increased by 21% during 2022/23 and we have continued to perform just above the national average.</p> <p>This team continued to process Self Isolation Support Grant (SISG) applications for customers who lost earnings because they had to self-isolate to limit the spread of the Covid19 virus until February 2023. The eligibility and payment rules of the scheme were altered several times during 2022/23 but still resulted in awards totalling £303,625 being paid.</p>	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> 96% of Crisis Grants are processed by the next working day (Scottish Average is 92%). 88% of Community Care Grants are processed within 15 working days (Scottish Average is 87%). We have processed 534 applications for Self-Isolation Support Grants with £303,625 paid to low-income households. 	<ul style="list-style-type: none"> Continued to maintain performance for dealing with Scottish Welfare Fund applications throughout the year where the demand continued to increased demand for both Crisis Grants and Community Care Grants.

EDUCATION

EDUCATIONAL SERVICES STANDARDS AND QUALITY REPORT (2022/2023)

Our vision and ambition: achieving excellence and equity and support for all learners to achieve their potential regardless of their circumstances.

Our priorities in the Educational Services Recovery and Improvement Plan 2021-24 were in line with the National Improvement Framework:

- Improvement in attainment
 - Closing the attainment gap between the most and least disadvantaged children
 - Improvement in children and young people's health and wellbeing
 - Improvement in employability skills and sustained positive destinations for all young people
- 41 Primary Schools (7,769) children
 - 8 Secondary Schools (6,206) young people
 - 2 Specialist schools (104 children and young people)
 - 6 Supported learning centres in mainstream schools)
 - 36 Early Years centres
 - 13 Funded providers
 - 5 Out of school care offices
 - 3 Holiday clubs
 - 1165 FTE Teachers employed in South Ayrshire (2022 census)
 - 14200 hours of support provided by support staff including classroom assistants, librarians, administration and others
 - 8 Campus Police Officers



The [Standards and Quality Report](#) provides a summary of the progress and key achievements of Educational Services for the academic session 2022/2023.

SCHOOL ESTATE MODERNISATION PROGRAMME OVERVIEW **(cross reference COPL 02.4c)**

The Council's modernisation agenda for schools and early years centres continued to make excellent progress in the 2022-23 academic session, with the completion and commencement of a number of projects, demonstrating the Council's commitment to investing in our education estate and a determination to provide our young people with the best learning experience. Over the next decade, we will invest more than one hundred and ten million pounds in our schools and education facilities. This includes the completion of the new Maybole Community Campus in the summer of 2024, and the forthcoming replacement of Girvan Primary School which is currently being designed.

Completed Construction Projects

The opening in August 2022 of the Council's ambitious Prestwick North Education Campus, brought together Glenburn Primary School, St Ninian's Primary School and the new standalone Prestwick North Early Years Centre into one state-of-the art, shared education facility. Nominated in the Education Building or Project category at the 2023 Scottish Design Awards, the campus provides a contemporary learning, teaching and community environment which will support high-quality education and the development of our young people in Prestwick for generations to come. Although the campus opened its doors to pupils back in August, an official opening ceremony took place on 14 June 2023 to commemorate the project.

The new Sacred Heart Primary School in Girvan also opened during the last school session, with the project completed in September 2022. Replacing the old school building which was first constructed in 1889, the transformation from old to new is remarkable. The new school benefits from modern teaching spaces and more interactive learning and nurture areas, as well as fantastic outdoor facilities including, covered, all weather teaching areas, a garden, traversing wall, active play space and an enclosed games area for ball sports in the playground. Sacred Heart's official opening ceremony took place on 14 December 2022.

With sustainability in mind, these two completed new-build projects benefit from the latest renewable energy technologies. Both run purely on electric power, aided by energy-efficient air source heat pumps and solar panels capturing the sun's rays, and converting this to electricity for the schools. Modern construction techniques and materials ensure both of these buildings are highly insulated and contribute to the Council's ambitions energy targets, as well as underlining the Council's commitment on the sustainability of our school estate.

Construction on the brand-new Early Years Centre at Struthers Primary School was completed in the spring of 2023. Previously occupying one converted classroom within the primary school, the new purpose-built Early Years Centre includes 3 playrooms to suit all nursery education ages and stages, as well as a quiet play area and dedicated facilities for staff. The new centre benefits from an amazing and inspiring outdoor play area and the new building itself is surrounded in improved community facilities which progressed alongside the Early Years project and include a new enclosed, outdoor Multi Use Games Area, new play park and new pedestrian paths linking the whole site together.

An exciting project which has transformed the computing technology department at Girvan Academy was also completed in the spring of 2023. The new IT Hub at the school includes modern teaching facilities across three completely re-modelled classrooms, a Cyber Room, staff base and improved storage facilities. The refurbishment led to the school hosting the inaugural CyberFirst Schools Awards in June 2023. The National Cyber Security Centre (NCSC) through their work with Education Scotland, brought their first Scottish CyberFirst Schools Awards to Girvan Academy in testament to the school's pioneering approach to education around cyber security and the Council's investment in modernising technology facilities at the school.

Major alteration works took place at Kyle Academy last session with the refurbishment of the entire Science Department which was completed in August 2022. The project delivered seven state-of-the-art science labs and improved accommodation for staff, contributing to the ongoing, phased modernisation of the school.

Doonfoot Primary School's programme of modernisation continued in the last year with the refurbishment and expansion of the lower school communications base, which was completed in August 2022. The works included creation of three modern classrooms with adjoining Quiet Rooms, changing area and general-purpose teaching space, demonstrating the Council's focus on inclusion, support and wellbeing.

An extension of Symington Primary School was completed in August 2022 and accommodates a new general-purpose classroom and additional storage area for the school. The project to create a new main entrance and reception at Coylton Primary School were also completed for the new session starting last year, and these works included alterations and refurbishment to the school office and administration accommodation.

School Construction Projects Onsite & in Planning

Works will continue to progress on several school construction projects over the next session, with a focus on our major new build education and community facility in Maybole. The £60m Maybole Community Campus opened to pupils in August 2023 and is the largest education construction project that South Ayrshire Council has undertaken to date. Due for completion by the summer of 2024, the Campus includes a swimming pool, leisure facilities, sports pavilion and two all-weather sports pitches. The Campus will be the new home of Carrick Academy and St Cuthbert's Primary School as well as the new Culzean Primary School and Early Years Centre, which is formed from the merger of Cairn and Gardenrose Primary Schools.

Due for completion in 2026, the next new-build school project the Council is progressing is the replacement of the existing Girvan Primary School. A design brief is being prepared for the circa £22m project to build a brand new, 2 stream primary school, which will also house the standalone Girvan Early Years Centre and more modern additional support needs accommodation.

COMMUNITY LEARNING AND DEVELOPMENT *(cross reference COPL 02.1c and COPL 02.5d)*

In September 2021, we published our [3-year plan for Community Learning and Development \(CLD\)](#) in which we set out our priorities for the CLD Partnership and agreed an action plan to drive forward these priorities and deliver on them for our communities. In South Ayrshire, CLD plays a crucial role in breaking down the barriers faced by individuals, ensuring learners, families and communities across the area reach their full potential, improve their life chances and raise their aspirations. This is developed and delivered through youth work, lifelong learning, ESOL engagement, community engagement and community empowerment. CLD activity highlighted in the plan and in the [mid-term progress report](#) (September 2021 - March 2023) encompasses the work of the local authority, voluntary sector, and other organisations. Some highlights include:

- In January 2023 a new Multiply Numeracy team was established through UK Shared Prosperity Funding (UKSPF). The new team are responsible for supporting people aged 19 years and older with numeracy support.
- Community Based Adult Learning in North Ayr – During the time period July 2022– June 2023 161 learning places on Community Based Adult & Family Learning courses were taken up demonstrating our commitment to CBAL in our most deprived community.
- During year 22/23 learners took part in 16 learning programmes covering 3006 individual learning hours this is an increase from the previous two years.
- The delivery of ESOL programmes across South Ayrshire continues to take place over five days and three evenings per week in various community settings. During 2022/23 Thriving Communities have welcomed Ukrainian learners into the service, engaging with 213 residents residing in South Ayrshire.



HOUSING, OPERATIONS AND DEVELOPMENT - HOUSING POLICY AND STRATEGY (cross reference COPL 02.5a and 02.5b)

Housing First is an approach that offers permanent housing and flexible, person-centred support for those who are at risk of, or experiencing homelessness who have complex support needs. This may include a history of repeat homelessness, offending, mental illness and/or addiction issues.

PERFORMANCE DATA

- 33 people are supported by the Housing First Service.
- 30 people occupying secure tenancies supported by the Housing First Service.

KEY ACHIEVEMENTS

- One person wrote and published a book which was launched at the Gaiety in Ayr earlier in 2023.
- 3 people are attending courses at college.
- Introduction of a step-down process for support for those who are now thriving in their permanent tenancies.
- A number of people attend local recovery groups,
- People are working with support groups to make positive steps towards address some of their past trauma,
- Reduction in the number of people, who are supported by Housing First, involved with Justice Services.
- People creating homely environments for themselves and sustaining permanent accommodation.

HOUSING, OPERATIONS AND DEVELOPMENT - HOUSING POLICY AND STRATEGY

The Area Based Schemes, introduced in 2013, continued into its 10th year of delivery in 2022/23. The programme continues to be successful in delivering large scale programmes of external wall insulation in mixed tenure housing. This has provided significant fabric upgrades to homes and increased thermal performance of the buildings resulting in lower energy bills for occupiers and reduced carbon emissions from our housing stock.

PERFORMANCE DATA

- Successfully delivered 100% of the ABS allocation - £1,669,969.
- Over 90% householder satisfaction of programme delivery.

KEY ACHIEVEMENTS

- 101 systems installed at owner occupied homes.
- 18 systems installed at private rented homes.
- 152 systems installed at council and housing association owned homes.
- Over the lifetime of the systems installed, this will save:
 - 12,786 tonnes of CO2
 - 38,942 MWh of energy
 - £7.5M in fuel bill savings

3. GROW WELL, LIVE WELL, AGE WELL

CHILDREN'S SERVICE PLAN **(cross reference COPL 03.2a)**

The [Children's Services Plan 2020/2023](#) set out 5 strategic objectives for community planning partners to focus on to support children and young people in South Ayrshire. These are:

- Outstanding universal provision;
- Tackling inequalities;
- Love and support for care experienced young people and young carers;
- Good physical and mental health and wellbeing; and
- Children's rights

Progress on the Children' Services Plan has been set out in the [2022-2023 Annual Report](#).

DESTINATION SOUTH AYRSHIRE	
<p>Golf South Ayrshire operate 8 golf courses over 5 locations; Darley, Lochgreen and Fullerton in Troon, Girvan, Maybole and Belleisle and Dalmilling in Ayr and the National Centre for Bowling Northfield which is home to Bowls Scotland, Northfield Bowling Club and Newton Park Bowling Club and has 5 greens.</p>	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> • Season Ticket Rounds:165040 (-20% on 21/22) • Season Ticket Sales 4800 (-6% on 21/22) • Non-Member Rounds 19423 (+2% on 21/22) <p>Non-Member (Visitor Rounds) were still well below Pre-Pandemic levels (-25% on 2018/19) but are recovering.</p> <p>Season Ticket Rounds were showing a significant reduction year on year from 20/21 'post lock down boom', however were still significantly higher than Pre-Pandemic levels (19% up on 18/19) but they were recovering.</p> <p>Season Ticket Sales were re down from 'post lock down boom', however were still significantly higher than Pre-Pandemic levels (26% up on 18/19).</p>	<ul style="list-style-type: none"> • Golf South Ayrshire was chosen to host the Scottish Boys U14 Open Championship at Darley Golf Course in Troon by Scottish Golf - Scottish golf reported the event held at Golf South Ayrshire across the world, attracting 66 International National entries from across the UK, Europe, North America, Australia and South Africa. • Following a significant upturn in popularity of golf during and post COVID, Membership sales have remained strong in 2022/23. • Demand for tee times at both Troon Links and Belleisle Park courses have continued to be very high.

DESTINATION SOUTH AYRSHIRE
<p>Sport & Leisure operates 10 sports venues across South Ayrshire including; the Citadel Leisure Centre (Ayr), Maybole, Prestwick and Troon Leisure Clubs, Coylton, Dundonald, Mossblown, Muirhead and Whitletts Activity Centres and Riverside Sports Arena. The service currently boasts 3 Fitness Gyms operating at the Citadel, Prestwick</p>

and Troon Leisure Clubs with a new Fitness suite opening in Maybole in January 2024. The service also manages community lets within schools, school football pitches and community and village halls.

PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> Over 6,200 members successfully transferred from old leisure booking system to new system. 9,897 customers have downloaded the SAC Leisure App and 72.6% of our bookings are made via this method. Participation levels at the brand-new Riverside Sports Arena was 4,758 in March 2023 compared to 1,071 in March 2022 at the outgoing Dam Park Stadium, an increase of 344%. Prestwick Leisure Club successfully re-opened to the public in September 2022 following an extensive refurbishment programme. Income from monthly membership increased by 382% from £1,585 per month in April 2022 to £7,632 per month in April 2023. 	<ul style="list-style-type: none"> Successfully implemented a new Leisure Booking System and bespoke customer app. Supported the design/build of the refurbishment and extension of Prestwick Gym, changing rooms and toilets, which opened for customers in September 2022 and the new £8m athletics and multi-sports facilities, which opened for customers in February 2023. New Riverside Sport Arena was officially opened to the community on 6 February 2023 with a successful transition of all club and group use at Dam Park to new facility.

TRADING STANDARDS *(cross reference COPL 03.1f)*

Trading Standards continued to raise awareness amongst the local community of their public protection role and how residents can protect themselves against scams.

PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> Trading Standards officers Installed and managed 77 active call blockers blocking 9,537 calls to vulnerable resident's homes. Officers delivered 11 talks to over 198 residents advising them of telephone, mail, and bogus caller scams, 20 social media releases were issued on the subject and 103 complaints were received and actioned about scam related matters. 	<ul style="list-style-type: none"> Due to installed call blockers, there has been an estimated financial benefit/saving to residents of £71,734 with estimated savings for health and social care and police services being £42,483. Through the use of call blockers, mail redirection, scams champions (neighbours, carers, family) we have prevented vulnerable people being targeted by scams. An example is an elderly resident saving £200/month previously spent on clairvoyant scams.

PHYSICAL ACTIVITY AND SPORTS STRATEGY *(cross reference COPL 03.1g)*

Thriving Communities Officers have worked in partnership with partners and local sports clubs to embed the Physical Activity and Sport Strategy priorities across South Ayrshire communities. Our ambitious vision to ensure South Ayrshire is a place where everyone is healthy, happy and active throughout their lives is a collaborative approach to connect sport and physical activity with health and wellbeing. A universal and targeted approach to delivery promotes sport and physical activity to all from grassroots to performance levels.

Places

World class infrastructure has been developed locally to prioritise the spaces and places which play a significant role in promoting health and wellbeing for our communities:

- School Estate developments in Maybole and Prestwick are now open and utilised by education and communities.
- Riverside Sports Arena has been completed and attracts community residents to participate in a range of sport and competitive opportunities.
- Beach Volleyball courts have been completed at Kyle Academy and South Ayrshire was invited to host the Preliminary Olympic Qualification Women's Beach Volleyball event welcoming 16 international athletes from Scotland, Poland, Czech Republic and Belgium.
- Development of the River Ayr access steps is underway and will allow us to continue the partnership with Scottish Rowing to deliver national and international events on the water following on from the success of the Scottish Rowing National Beach Sprints Regatta trials held in May 2023.

People

A range of support is available for our sport and physical activity workforce to ensure they are well-supported, confident, and competent in delivering opportunities locally:

- Delivery of a comprehensive coach education programme to upskill, retrain and support South Ayrshire's sport and physical activity workforce. The team organised 18 different courses with over 150 coaches and volunteers taking part representing 23 different local sports clubs and organisations.
- Development of a new Developing Young Workforce programme has provided a robust pathway of opportunities for young people from P7 to S6 and students attending Ayrshire College and UWS. 1017 P7 pupils completed the Junior Coaching Academy programme, 85 pupils from S3-S6 selected for the Active Schools Leadership pathway achieving sports related 787 qualifications and 18 students from Ayrshire College and UWS engaged in volunteering and placement opportunities.

Participation

Opportunities for everyone at every life stage to become involved, and remain involved, in sport, recreation and active living:

- Increased diversity in the range of sport and physical activity opportunities across South Ayrshire communities via Active Schools and Active Communities programmes. During 2022-23 5,664 young people (nearly 80,000 participant sessions) took part in our Active Schools programme including 1,888 young people with additional support needs, 267 from a BME background, 131 with care experience and 87 young carers.
*participant sessions = number of visits to Active Schools sessions
- COVID recovery funding allowed us to offer nearly 1,750 free sessions across South Ayrshire communities during evenings and weekends to support our communities to improve their physical and mental wellbeing. A subsidised low-cost Active Communities programme continues to be delivered across South Ayrshire within targeted communities.

Our Walking for Health programme targets supports for our older population, those with additional support needs, families living in areas of high deprivation, New Scot communities and individuals with experience of the criminal justice system; 15 weekly walks taking place across 7 localities from Troon to Ballantrae with 1447 people participating in the walking programme.

- Delivery of a Competitive Sport programme across schools and communities which has encompassed opportunities from entry level, fun festivals to international competition. During 2022/23 we delivered 40 primary and 11 secondary competitions across 13 different sports with 2,079 different young people taking part and 10 local sports clubs supporting the programme.
- Delivery of two Changing Lives Through Sport workshops with 17 sports clubs and organisations receiving over £30,000 of Changing Lives funding to develop and support more people across South Ayrshire to participate in club sport. Service Level agreements in place with five local sports clubs and organisations are developing with a greater emphasis on equality, diversity, and inclusion.

Outdoor Learning & Accreditation

Delivering a range of outdoor learning opportunities for schools and community groups supporting skills development and fostering an awareness, understanding and respect for the natural environment:

- Increase in the number of school and community organisations accessing outdoor learning and outdoor activities opportunities through Dolphin House and the wider outreach programme. During 2022/23 Dolphin House welcomed nearly 1500 young people, 36 different schools, including 4 additional support needs schools, and 41 different community groups.
- Increase in the number of young people completing the Duke Of Edinburgh's Award during 2022/23. 526 young people started the Duke Of Edinburgh's Award programme with 373 (83%) completing the award, this is one of the highest completion rates in Scotland.

4. SOUTH AYRSHIRE WORKS

THRIVING COMMUNITIES *(cross reference COPL 04.3b)*

Thriving Communities are investing in local businesses, helping unemployed people of all age's secure permanent employment. Thriving Communities Employer Recruitment Incentives (ERIs) helps people of all ages secure permanent, sustainable employment. ERIs are funded through Scottish Government - No One Left Behind and administered by Thriving Communities. ERIs help towards the costs of recruiting and employing someone who fits the eligibility criteria for the incentive.

PERFORMANCE DATA

- 60 ERI's were given to South Ayrshire employers.
- 39 participants were aged 16-24.
- 21 participants were aged 25+.

KEY ACHIEVEMENTS

Total amount of funding issued to South Ayrshire employers amounted to £301,040. This supported local businesses within the following sectors:

- Construction – 20
- Hospitality – 5
- Beauty – 6
- Retail – 22
- Mechanics – 3
- 3rd Sector - 4

ECONOMY AND REGENERATION

Creating more high-quality jobs for the people of South Ayrshire by attracting inward investors, enabling growth in local businesses and ensuring that opportunities are created for our people, especially young people, to gain the necessary skills. By doing so, addressing the inequalities of income and outcome across the people of South Ayrshire, and reducing downstream South Ayrshire Council costs.

PERFORMANCE DATA

- Delivery of Business Gateway
 - Enquiries from 722 companies.
 - Workshop participants 452 [bookings 860].
 - New Start Up's – 222.
 - Meet the advisor: 393 companies.
- Implementation and delivery of Ambition ERDF grant programme
 - Startup grants: 57.
 - Retail support grants: 11.
 - Ambition shopfront: 4 [replaced by specific shopfront programme].
- Delivered Shopfront programme committed £450K to projects.
- Commissioned Girvan Town Centre regeneration planning.

KEY ACHIEVEMENTS

- Maintained Business Gateway Services during period of resource pressure.
- Delivered innovative support to businesses through our AMCF projects.
- Government approval of Shared Prosperity Fund.
- Secured large international investment project for South Ayrshire.

LICENSING	
Our Licensing Team processed and granted an overall increased number of alcohol and civic licences during the period, supporting businesses, events, community groups and individuals in the local area.	
PERFORMANCE DATA	KEY ACHIEVEMENTS
We granted: <ul style="list-style-type: none"> • 811 alcohol licences including occasional licences and new premises licences, an increase of 19% from the previous period. • 51 public entertainment licences, an increase of 57% from the previous period. • 11 street trader licences, an increase of 30% from the previous period • 208 taxi and private hire driver licences, an increase of 12% from the previous period. • 118 taxi and private hire vehicle licences, an increase of 22% from the previous period. 	Prompt and efficient processing of licence applications submitted to the team, providing assistance to businesses, individuals and community groups in relation to their applications and providing guidance and support in a wide range of areas to licence holders and prospective licence holders from the Civic and Liquor Licensing Standards Officers.

PROCUREMENT (cross reference COPL 04.4b)
The Procurement team ensures that Best Value contracts are in place for all of the Council's requirements and suppliers and contracts are managed and paid appropriately. The support of a strategic Procurement function assists Services to achieve Best Value, make new efficiencies within existing contracts, manage suppliers while also ensuring compliance to the legislation that governs public procurement.
PERFORMANCE DATA
<ul style="list-style-type: none"> • 209 procurement exercises were completed in 2022/23. All were carried out in accordance with the Council's Procurement Strategy. • 27.3% of Council's procurement spent in 2022/23 was spent on local small/medium enterprises. • The number of local suppliers used increased to 645 in 2022/23 compared to 516 in 2021/22. • 83% of Council contracts awarded during the year were actively influenced by procurement professional. • Community benefits were included in a total of 74 procurements awarded in 2022/23. • In 2022/23 94.5% of invoices submitted to the Council by suppliers were paid within 30 days. • The number of contracts awarded to SME's in 2022/23 was 137 (66% based on 209 contracts awarded). • 103 South Ayrshire based suppliers were invited to bid for Quick Quote contracts in 2022/23 compared to 44 in 2021/22.

TRADING STANDARDS AND ENVIRONMENTAL HEALTH (cross reference COPL 04.4c)	
Trading Standards and Environmental Health following the easing of the restrictions during the pandemic have re-introduced our normal work streams, in all areas of the Service. The Service has faced challenges due to staff turnover while trying to meet statutory obligations.	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> • We have carried out 682 inspections of businesses to assess compliance with Food Law. 	<ul style="list-style-type: none"> • Environmental Health Officers have been working with our food businesses who, following the pandemic have been struggling with many challenges. These have included problems in recruiting qualified staff, difficulties in engaging contractors to carry out repair work, and increased costs for raw materials. This has resulted in many businesses struggling to remain open. Officers have been working with businesses to ensure they are able to continue to provide safe food and prioritise resources effectively, while remaining compliant with the law.

COMMUNITY WEALTH BUILDING *(cross reference COPL 04.1a)*

Community Wealth Building is an approach to local economic development which focuses on five pillars:

- Land & Assets;
- Plural Ownership;
- Procurement;
- Fair Work; and
- Financial Power.

Over the 2022-23 period the Community Wealth Building team delivered / supported 10 events to provide information and advice to 180 public, private and third sector stakeholders featuring information and advice on Community Wealth Building within South Ayrshire. Key highlights have been collaborative projects with the South Ayrshire Council procurement team to help raise awareness of opportunities to strengthen local spend.

The team launched the South Ayrshire Gift Card and worked well with the Comms team to get 190 businesses registered to accept the card through town centre business engagement, social media, YouTube, press and radio campaigns. The South Ayrshire Gift card was used to disburse a one off £50.00 gift card to over 9,900 low-income households in South Ayrshire to help with day-to-day expenses and this also provided a boost for the local economy. Several positive news stories from local businesses occurred as a result of this campaign.

Advice and support provided by the team to various community groups has generated an increased appetite for community asset transfers and co-operative developments to build local capacity with several projects currently in development.

5. STAND UP FOR SOUTH AYRSHIRE

COMMUNICATION (cross reference COPL 05.1b and COPL 05.3b)	
The Communications team supports services and the council to promote South Ayrshire and ensure the public are informed about the work of the council. We work with services to develop relevant, informative and engaging communications campaigns and messages and branding that enhance the reputation of the Council, raise our profile and highlight the work we do.	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> Social media analytics show an increase in social media followers from 34,793 in April 22 to 55,741 April 23. Campaign evaluations highlight positive impact of communications plans https://thecore.south-ayrshire.gov.uk/article/29018/Our-campaigns 	<ul style="list-style-type: none"> Expanded into TV advertising, using Sky AdSmart adverts, producing all adverts used in-house; Significantly increased our social media audience (60% increase from April 22 – April 23); Increased the range of social media platforms we use, including YouTube; Nextdoor; and LinkedIn to expand the council’s external and internal communication network; Modernised the way we advertise with the use of YouTube short adverts; Introduced a quarterly print copy of the SAC Magazine (distributed via our Care at Home and Sheltered Housing teams; our partner, Voluntary Action South Ayrshire (VASA); our libraries; plus a range of supermarkets across South Ayrshire, including ASDA, Morrisons, Tesco, Sainsbury’s and Marks & Spencer); and Increased the use of modern communication tools such as video, animation and vinyl designs.

ASSET MANAGEMENT AND COMMUNITY ASSET TRANSFER (cross reference COPL 05.2a)	
Asset Management are responsible for Estates, Property, Energy, Asset management and Community Asset Transfer. It is also responsible for “Transforming the Estate” which includes rationalisation of operational properties including office accommodation.	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> KPI for condition of the Council’s operational property and KPI for suitability of Council’s operational property. Annual return to Scottish Government on number of Community Asset Transfer completed. 	<ul style="list-style-type: none"> Community Asset Transfer of Ayr Tennis courts.

CONSULTATIONS (cross reference COPL 05.1a and COPL 05.2d)
Throughout 2022, over 40 consultations took place during the period April 2022 to March 2023 including: <ul style="list-style-type: none"> Ayr to Prestwick Active Travel Routes; Accessible Ayr; Girvan Place-based Strategy; Your Wellbeing Survey; Local Housing Strategy; and Place Planning across a number of South Ayrshire communities. <p>All consultation can be found here</p>

6. A BETTER PLACE TO LIVE

HOUSING SERVICES (cross reference COPL 06.1c and COPL 06.1d)

As at 31 March 2023, the Council currently owned and managed 8,102 properties, made up of general needs housing and sheltered housing designed for older people or people who need housing support. In 2022/23, the average weekly rent for a Council property was £79.31, which was below the Scottish average across all apartment sizes. The Council is committed to improving and maintaining its housing stock and working towards improving the energy efficiency and providing warm homes to tenants.

PERFORMANCE DATA

- In 2022/23, the total rent due to be collected by the Council was £31,857,049 and we collected 99.5% of the total rent due compared to the Scottish average of 99.0%.
- In 2022/23, 92.2% of the council's overall housing stock met the Scottish Housing Quality Standard compared to the Scottish average of 79.0%.
- 93.7% of the council's housing stock met the Energy Efficiency Standard for Social Housing.
- The average time taken to complete 'emergency repairs' was 2.6 hours compared to the Scottish average of 4.2 hours.
- The average time taken to complete 'non-emergency repairs' was 7.1 days compared to the Scottish average of 8.7 days.
- 97.8% of reactive repairs were completed 'right first time' compared to the Scottish average of 87.8%.

KEY ACHIEVEMENTS

Rent Arrears Management

- The Council collected 99.5% of the total rental income due and rent arrears stood at 4.32% of the total rent due in the year. The Council has historically performed well in this area and was the best performing Scottish Local Authority for rent arrears management in 2022/23.

Duties in relation to Tenant Safety

Gas Safety Compliance – In 2022/23, the Council achieved full compliance with its statutory duty to complete gas safety checks in all council owned properties with gas appliances by the anniversary date of the last inspection.

The Scottish Government introduced new standards for fire, heat and carbon monoxide alarms and a new standard for electrical safety inspections to be carried out in properties every 5 years. As at 31 March 2023:

- **99.7%** of our properties met the standard for fire, heat and carbon monoxide detectors.
- **99.1%** of our properties met the new standard for electrical safety inspections.

Tenant Satisfaction

During January /February 2023, a comprehensive tenants survey was undertaken by Research Resource on the Council's behalf. 801 tenants were interviewed and the survey results are as follows:

- **Overall Service** - 92.1% of tenants said they were very or fairly satisfied with the overall service provided by the Council as their landlord, compared to the Scottish average of 86.7%.
- **Keeping Tenants Informed** - 95.5% of tenants felt the Council, as their landlord, was good at keeping them informed about its services and outcomes, compared to the Scottish average of 89.7%.
- **Opportunities to Participate** - 95.6% of tenants were satisfied with the opportunities to participate in the Council's decision making, compared to the Scottish average of 85.9%.

NEIGHBOURHOOD SERVICES	
<p>Fleet manage the Council's operator's licence and undertake the management of the vehicle maintenance contract for a diverse range of 320 vehicles. The Service is responsible for the procurement of Council vehicles together with the ongoing, vehicle inspections and fuel management for the Council.</p> <p>The Fleet Team are in the process of transforming the small fleet from a fossil fuel-based provision to ultra-low emission vehicles in line with the Councils Sustainable Development and Climate Change agenda.</p>	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> 6 new fleet charging points installed. 	<ul style="list-style-type: none"> Implementation of TRANMAN system (transport management monitoring system. This system integrates 5 previous independent systems. Roll out of ADD Jaeger into TRANMAN this is a DVLA online licence check system. Closer management of the maintenance provider by Fleet has resulted in a reduction of vehicle repair costs and time taken for repair work.

NEIGHBOURHOOD SERVICES (cross reference COPL 06.1i)	
<p>Waste Management undertake domestic waste and recycling collections from 57,615 households in South Ayrshire. The Service also provides a commercial collection service to 1,130 businesses within South Ayrshire, operates four Household Waste Recycling Centres, mechanically cleans streets, removes abandoned cars, and fly tipping and provides waste awareness education.</p>	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> Recycling rates decreased from 56% in 2021 to 54% in 2022. Overall waste arisings have decreased by 8352 tonnes. <p>Both the above statistics reflect the trend across Scotland, and we believe it is due to people returning to the workplace after COVID and the cost-of-living crisis.</p> <ul style="list-style-type: none"> Waste Awareness Team gave recycling and litter talks to 694 pupils during 2022/23 	<ul style="list-style-type: none"> Procuring Heathfield Household Waste Recycling Centre. Hit Squad delivering projects across the Authority. Implementation of the Household Waste Recycling Centre Booking system which has been shortlisted for an APSE award in the innovation. Waste Management successfully obtained £89,535 of external funding through the Zero Waste Scotland Recycling Improvement Fund. This allowed us to mirror our household waste collections within our local parks to be able to offer the ability to recycle in our parks.

NEIGHBOURHOOD SERVICES	
<p>The Grounds Maintenance Services manages and maintains almost 1000Ha of public open space including 5 parks and estates, 4.5 ha of formal gardens and civic sites, 385ha of general open spaces, 86ha of education sites.</p> <ul style="list-style-type: none"> As part of this management, we are responsible for a wide range of functions including, managing and maintaining 107 play & exercise areas; managing and letting allotments at 5 sites; pitch maintenance, woodland management, reservoirs, burns and watercourses, delivery of the garden maintenance scheme and management of the weed spray contract for Ayrshire Roads Alliance, Housing and Education. Bereavement Services manage and maintain 51 cemeteries across South Ayrshire together with the running of Masonhill Crematorium. During 2022/23 the Service assisted 1895 families with the care of their loved one at time of death. 	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> 443 Trees planted across South Ayrshire. Bereavement Services undertook 1518 Cremations & 377 Burials. 15000 sq m of wildflower meadows created. 	<ul style="list-style-type: none"> Grounds Maintenance completed the initial Ash Dieback Survey of all Ash trees on land held by South Ayrshire Council. The 100th student completed their Conservation Masonry course. This is a programme that Ayrshire College run in partnership with Grounds Maintenance using Belleisle as their base for practical skills. 11 cemetery capital projects were completed with a spend of £406,600. Continued our programme of play area enhancement across South Ayrshire, including destination play areas such as Troon & Girvan Promenade play areas to Neighbourhood play parks including James Brown Avenue in Ayr, Miller Park in Maybole and Goodwin Drive in Annbank. Floral enhancement to Main Street Prestwick with the installation of 27 4 tire planters and 4 similar planters were installed in the site of the old Burns House site in Ayr.

PLANNING AND BUILDING STANDARDS (cross reference COPL 06.2d)	
<p>The main function of the Planning Service is to deal with all aspects of the Town and Country Planning (Scotland) Act 1997 as amended, and related legislation.</p>	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> During the 2022/23 period we determined 736 Planning applications with an overall approval rate of 96%. Of those applications 3.8 % were determined by the Regulatory Panel (Planning), while 96.2 % of these were dealt with by officers under delegated powers. The average time for dealing with a Householder Development was 7.2 weeks, with 85.8% dealt with inside 8 weeks. The average determination time for non-domestic Local Development applications, was 8.6 weeks with 73.7% dealt with inside 8 weeks. 68.1% of Local Business and Industry applications were dealt within 2 months, while the average time for all applications of this type was 8.2 weeks, just outside the National Target period. The Regulatory Panel (Planning) met 11 times over the course of the year to ensure Planning applications could be determined. The Local Review Body heard 10 appeals against Delegated Refusals. 	<ul style="list-style-type: none"> These are set out in the Planning Performance Framework https://south-ayrshire.gov.uk/article/27661/Planning-service-standards-and-performance

PLANNING AND BUILDING STANDARDS (cross reference COPL 06.2d)	
The main function of the Building Standards Service is to deal with all aspects of the Building (Scotland) Act 2003 and related legislation.	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> • During this period the Service received 1215 Building Warrants. • 92% of these received a first response letter within 15 days, with only 3% of responses taking more than 20 days. 95% of building warrants were issued within 10 days of the receipt of revised satisfactory information from the applicant. 	<p>In November 2022 the Building Standards Section was appointed as the Building Standards Verifier for the geographical area for which the authority is responsible, until 30th April 2029. In the letter of appointment from Patrick Harvie Minister for Zero Carbon Buildings Active Travel and Tenants' Rights, it was highlighted that there was a significant improvement in performance within the Service thus meriting the award period.</p>

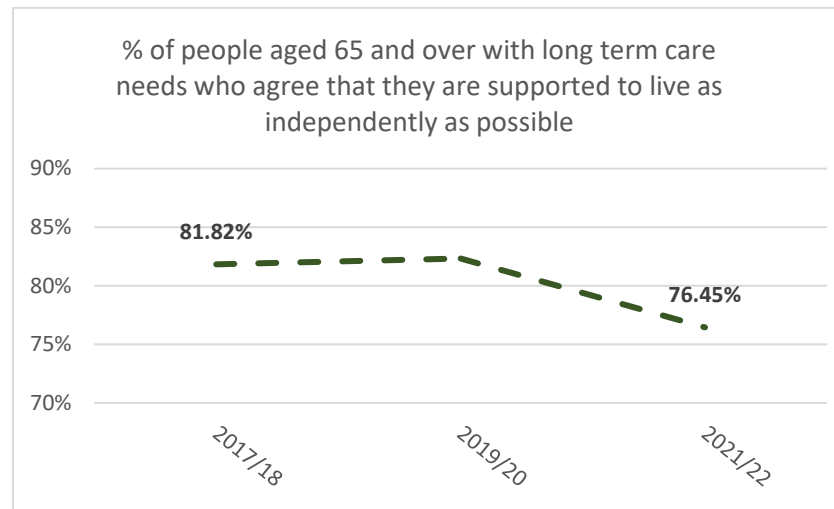
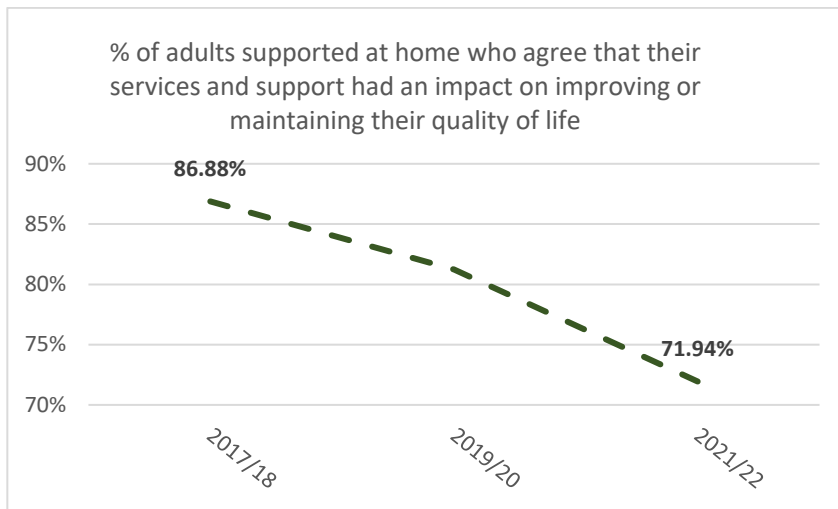
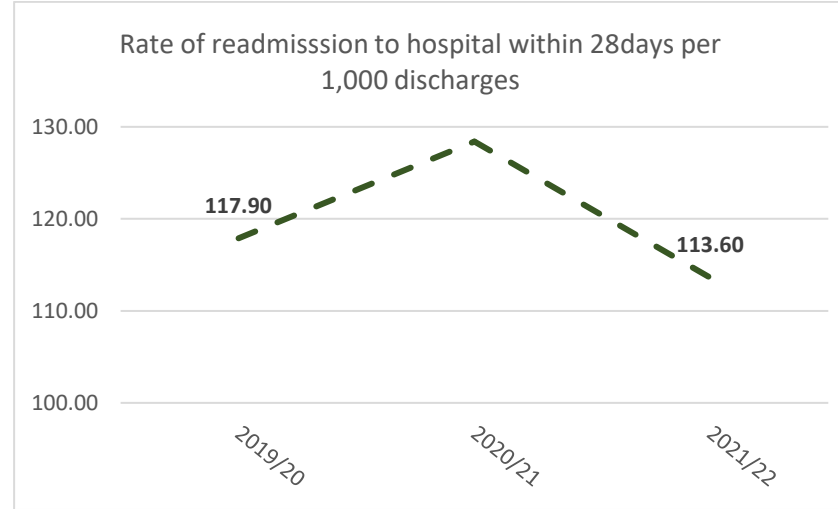
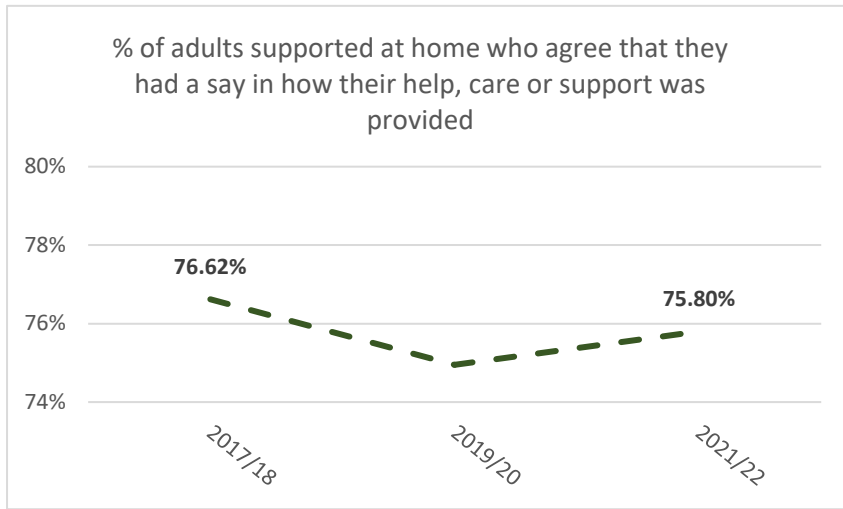
PROFESSIONAL DESIGN SERVICES (cross reference COPL 06.1a and COPL 06.1g)	
Professional Design Services are successful for the successful delivery of the General Services Capital Programme.	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> • £90.7m of general services capital projects delivered in 2022/23. 	<ul style="list-style-type: none"> • Riverside Sports Arena – completed and opened in November 2022. • Ongoing delivery of the Early Learning and Childcare Expansion Programme – Struthers Early Years Centre completed which delivers a purpose built, net zero carbon nursery. • New Maybole Community Campus ongoing. • Completion of new MUGA in Craigie Park, Ayr. • Riverside Public Realm Space and Cutty Sark Centre – completed in February 2022. • Universal Free School Meals Expansion – various school kitchens upgraded.

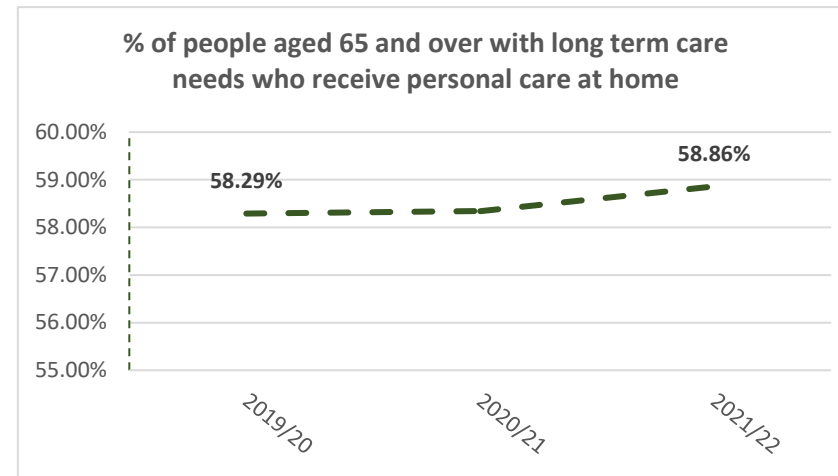
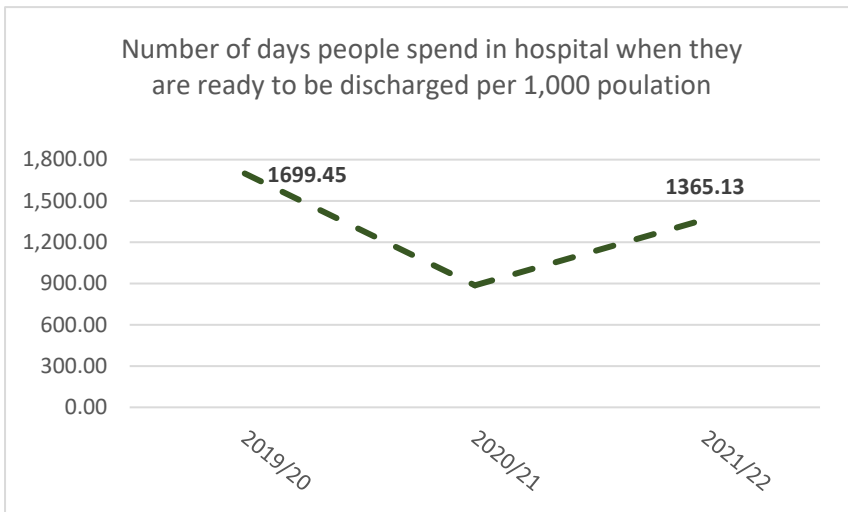
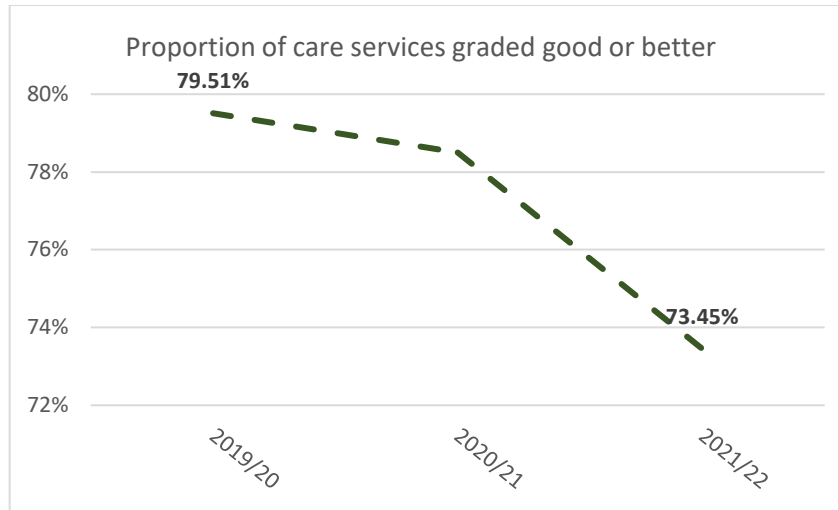
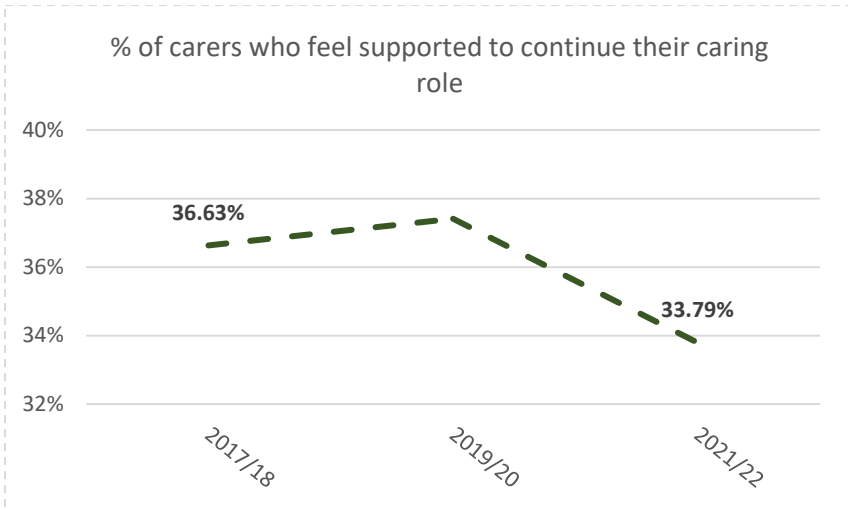
PROPERTY MAINTENANCE	
<p>Property Maintenance has provided an exceptional service over 2022/2023 where we have completed 851 vacant properties ready to let, completed over 38568 repairs, and installed 2323 windows in 428 council homes. Our emergency service both in normal working hours and out of hours is one of the best in the UK with all works being completed within 2.6 hours from the original phone call.</p> <p>We have also serviced over 480 heating systems and our in-house heating team have replaced over 212 new heating systems to council properties.</p>	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> • Our key performance was having all works completed in a combined target of 96.2% in all categories of repairs which is both Housing & Non-Housing works. • We also met all targets in our Disabled Adaptation works which is also treated with ambitious standards due to this type of works and the support and assistance it provides the residents we work with on this contract. • We are highly involved in dampness and preservation works and this is extremely high profile now due to press reports and we collaborate with a specialist company to deliver a service that meets the demand of our tenants. 	<ul style="list-style-type: none"> • The performance of the department in 2022/2023 was excellent in all aspects of our business. • The introduction of four new Adult Apprentices into the department for the first time. • Winning Best Property Maintenance department in the UK for the second year in a row at APSE. • The performance of our in-house window replacement team who have had nothing but praise from all our tenants on how the new windows have enhanced the energy efficiency in their homes.
POLICY, PERFORMANCE AND COMMUNITY PLANNING: SUSTAINABILITY	
<p>The Sustainability Team is responsible for supporting the council to respond to the climate and nature emergency. This includes the mainstreaming of sustainable development, climate change and nature both within and beyond the council in terms of our public sector climate change duties. It also involves the delivery against the net zero, climate change adaptation and resilience, green recovery and just transition requirements of the council.</p>	
KEY ACHIEVEMENTS	
<ul style="list-style-type: none"> • The Provost's School Footprint Challenge, Earth Hour and Climate Week campaigns were held. • The team supported strategic developments including initial work towards the assessment of climate impacts in a number of ways including in terms of impact assessment development, benchmarking against the adaptation capability framework and consideration of coastal change at Ballantrae. • Delivery of an enhanced Ranger's function to support the Councils strategic response to the climate and nature emergency, including planning responses and strategy development. 	

DESTINATION SOUTH AYRSHIRE	
<p>Culture and Tourism operates 11 branch libraries including: Alloway, Ballantrae, Carnegie, Forehill, Girvan, John Rodie, Maybole, Prestwick, Symington, Tarbolton and Troon, a mobile library and we work with the Marr Educational Trust to deliver the Marr Educational Resource Centre within Troon Library. The service is also responsible for a range of community venues including Town Halls in Troon, Ayr and Maybole, the Grain Exchange, the Cutty Sark Centre, the new Heritage Hub, Rozelle House Museum and Galleries, the Maclaurin Art Gallery and the McKechnie Institute.</p>	
PERFORMANCE DATA	KEY ACHIEVEMENTS
<ul style="list-style-type: none"> • Using the DSA grant, over the last 12 months we have supported over 52 events with £80,000 of distributed funds. We have reviewed over 60 applications, assessing the applications, and awarding to nearly 75% of the applicants. Moreover, we have recently been able to support an additional 15 coronation events across South Ayrshire with nearly £15,000 worth of grants, ensuring celebrations across South Ayrshire. • Our Destination South Ayrshire social media continues to grow in followers and reach: Facebook page has 18.3K followers and an additional 1,437 on Instagram. This Quarter it reached 2,155,027 people engaging 69,536 to click on links for more information. With followers from South Ayrshire, Glasgow and small percentage of international followers from the USA, Australia, Ireland and India. 	<ul style="list-style-type: none"> • successfully supported more local and community events and encouraging pride in our community through the delivery of Destination South Ayrshire grants. • supported South Ayrshire assets, local businesses and events through digital promotion with DestinationSouthAyrshire.co.uk and Destination South Ayrshire social media.

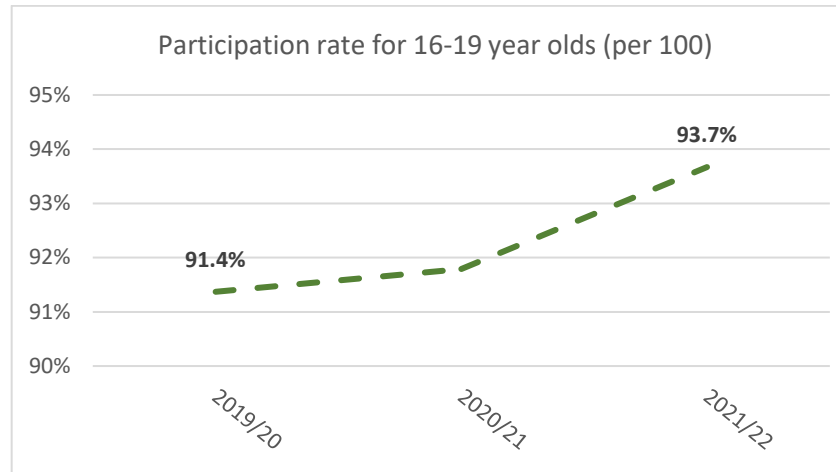
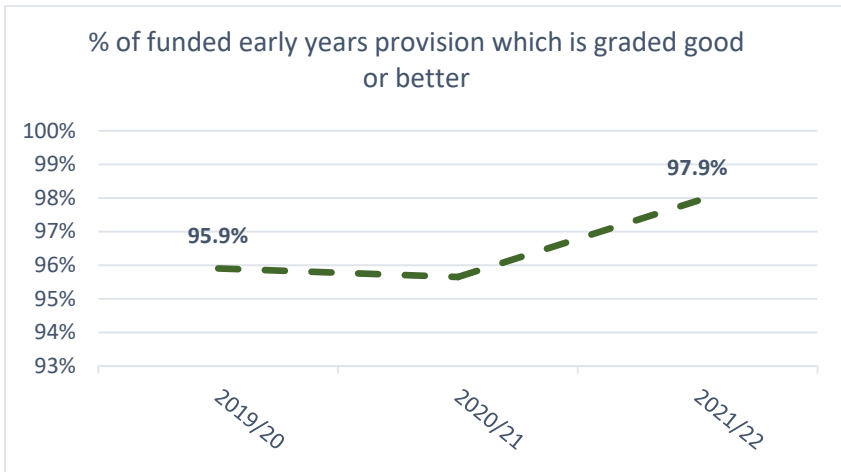
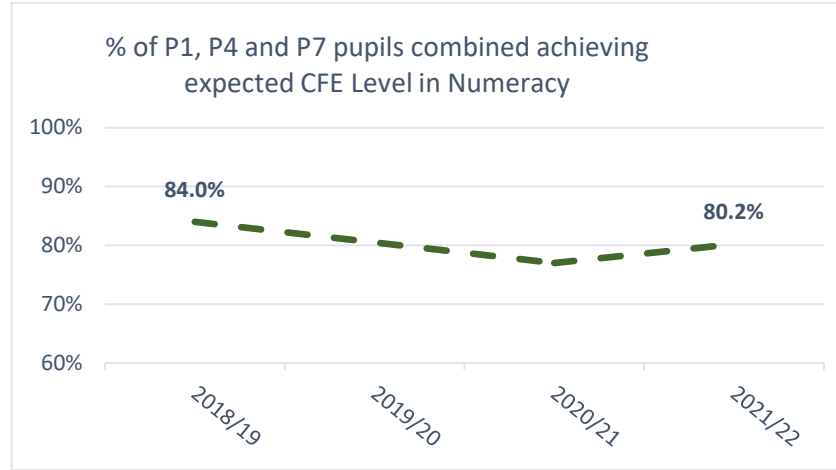
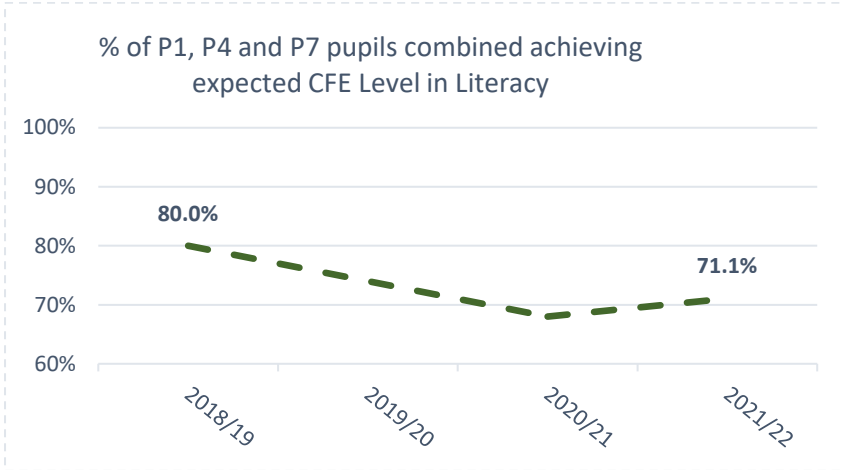
APPENDIX 3: LGBF - SOUTH AYRSHIRE 3-YEAR PERFORMANCE AGAINST KEY SERVICE AREAS

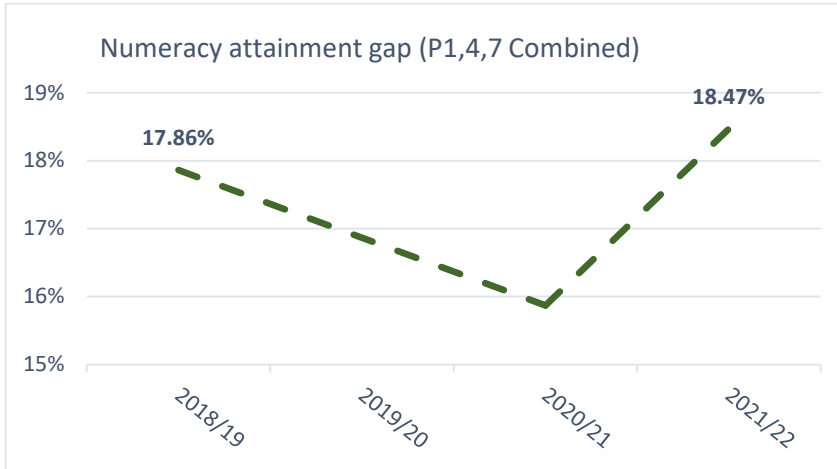
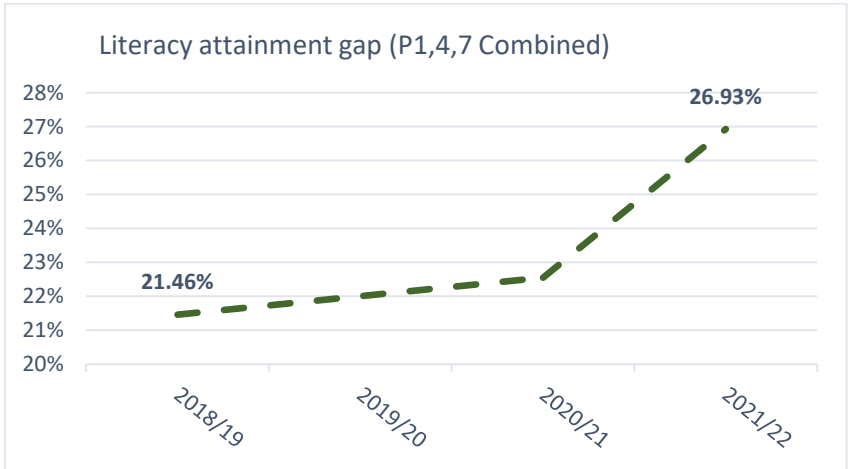
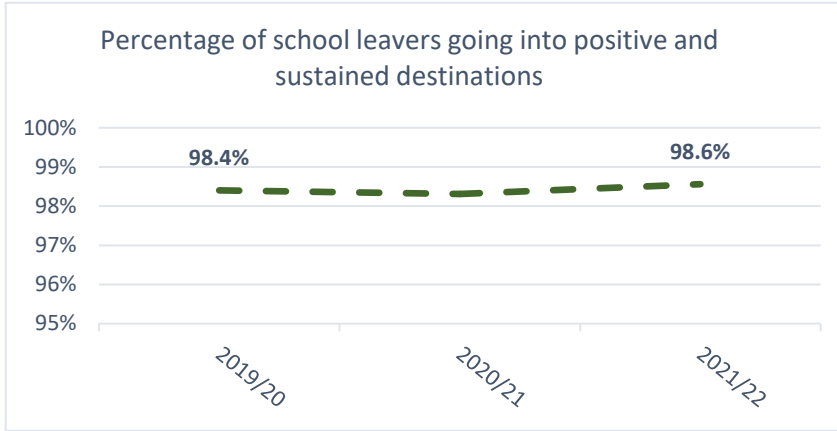
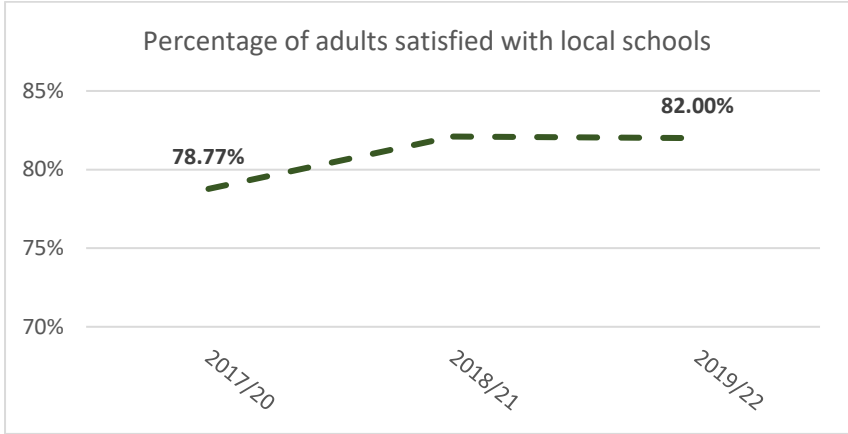
Adult Social Care

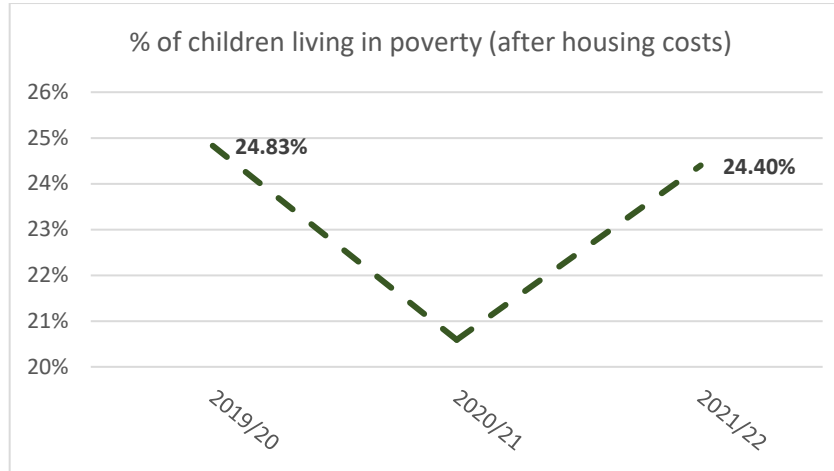
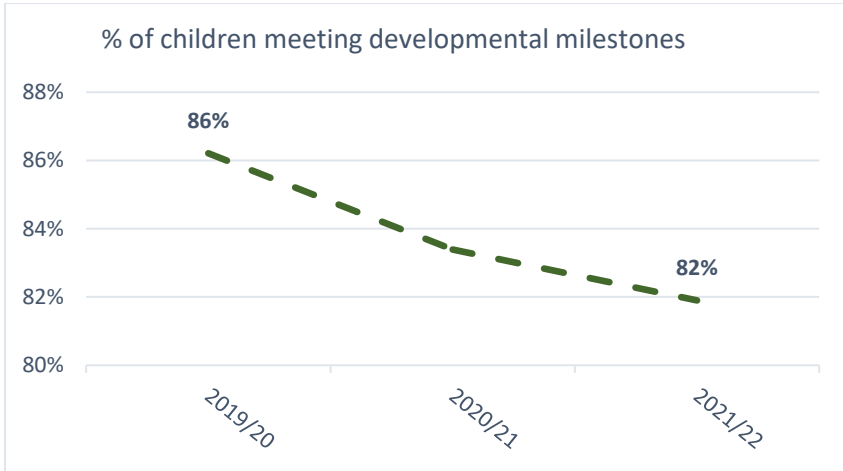




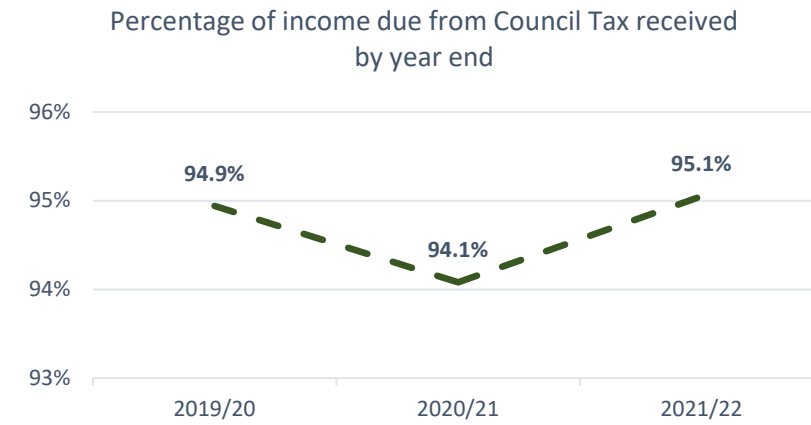
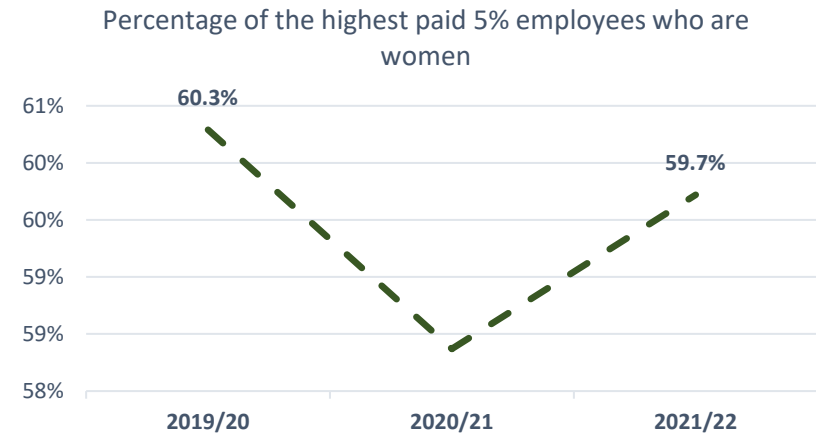
Childrens Services



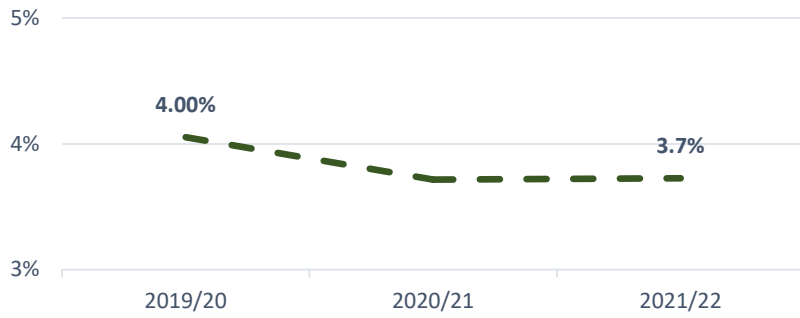




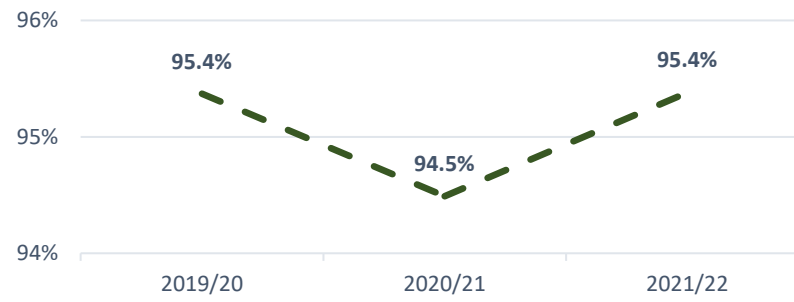
Corporate Services



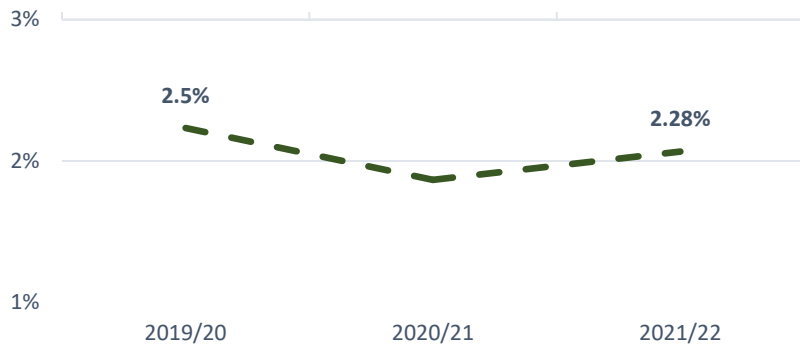
Cost of support services as a percentage of gross expenditure



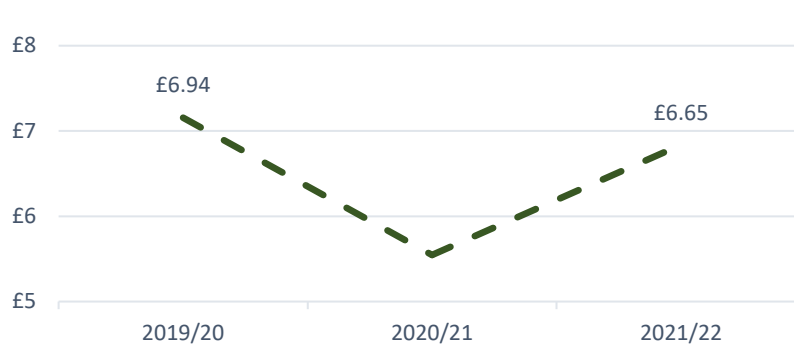
Percentage of invoices sampled that were paid within 30 days



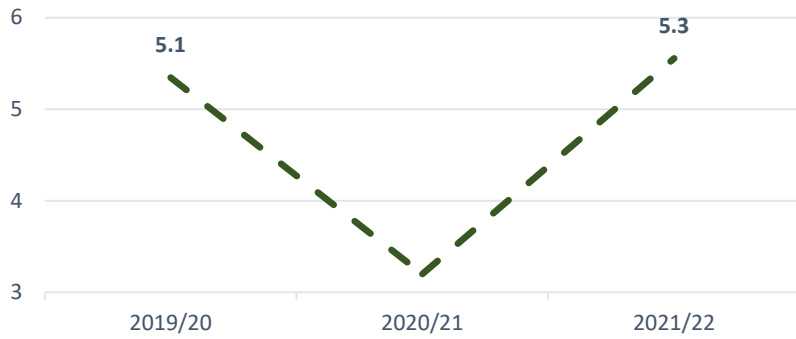
The gender pay gap



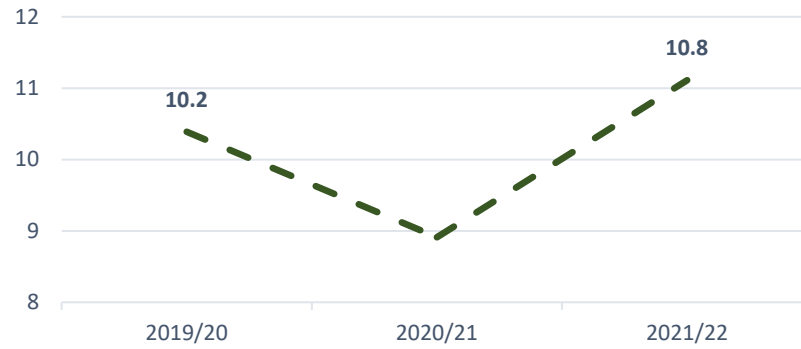
Cost of collecting Council Tax



Sickness absence days per teacher

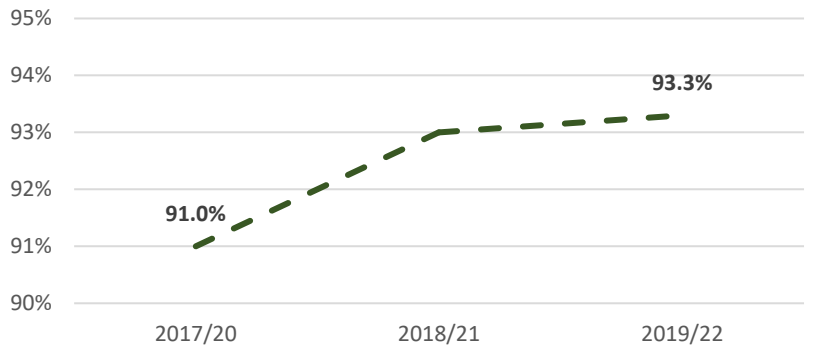


Sickness absence days per employees

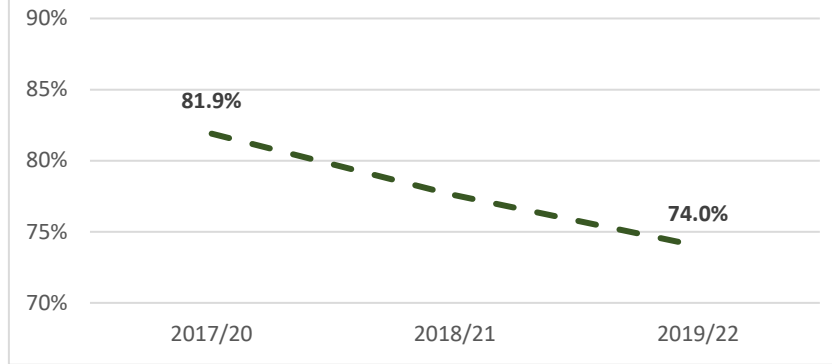


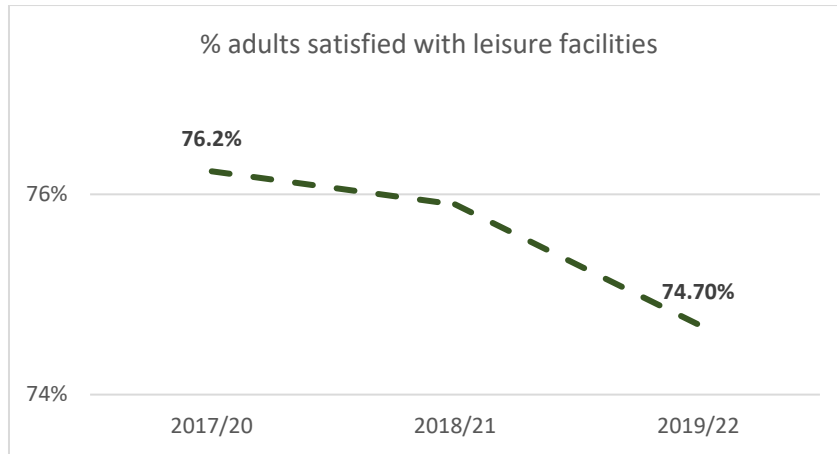
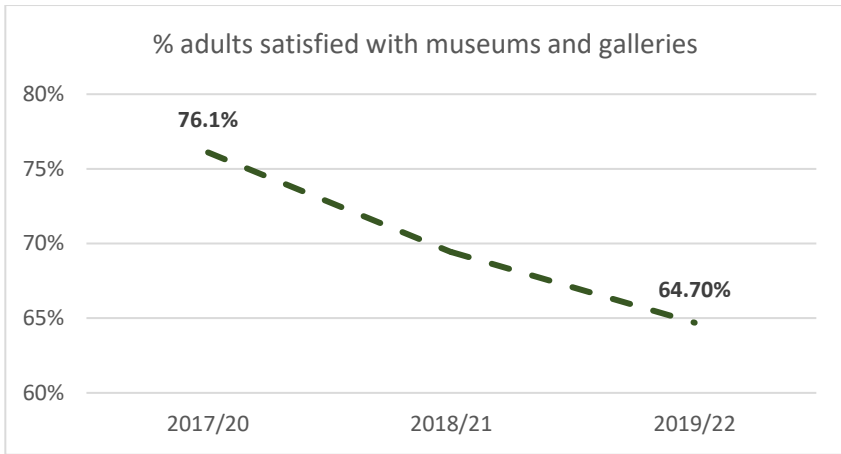
Culture and Leisure

% adults satisfied with parks and open spaces

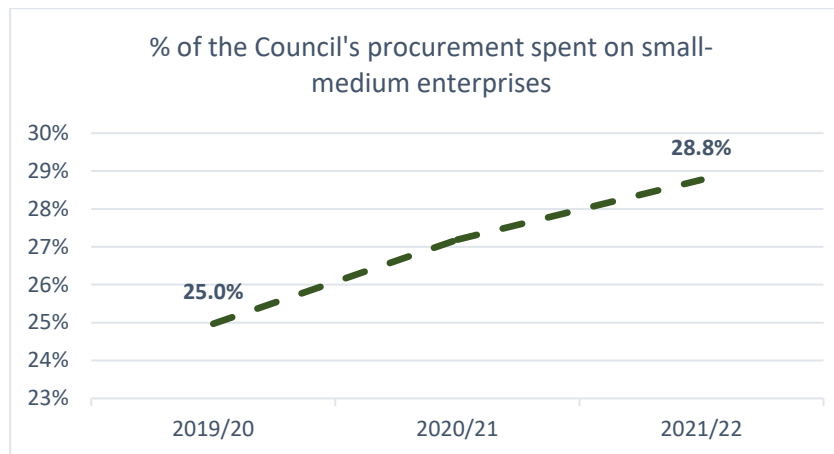
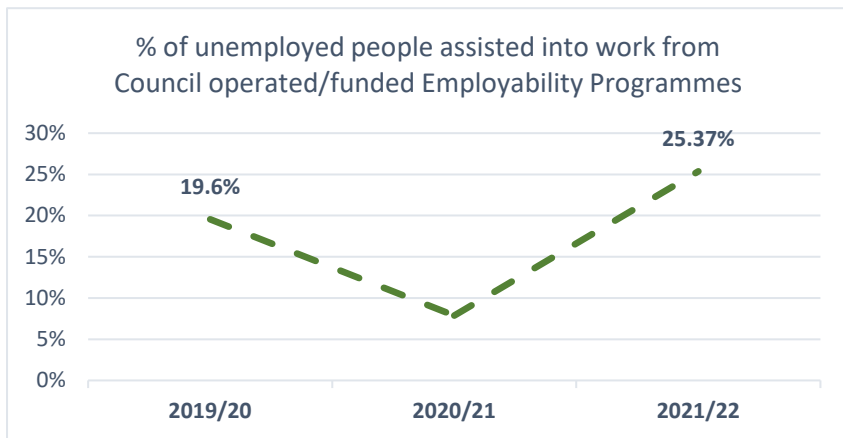


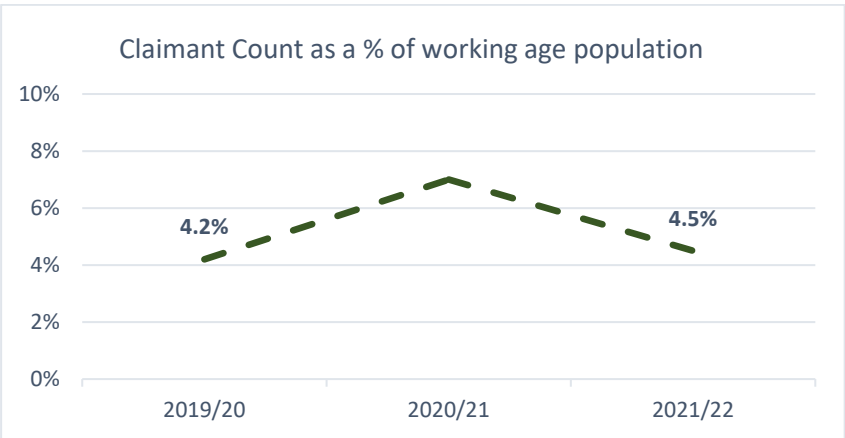
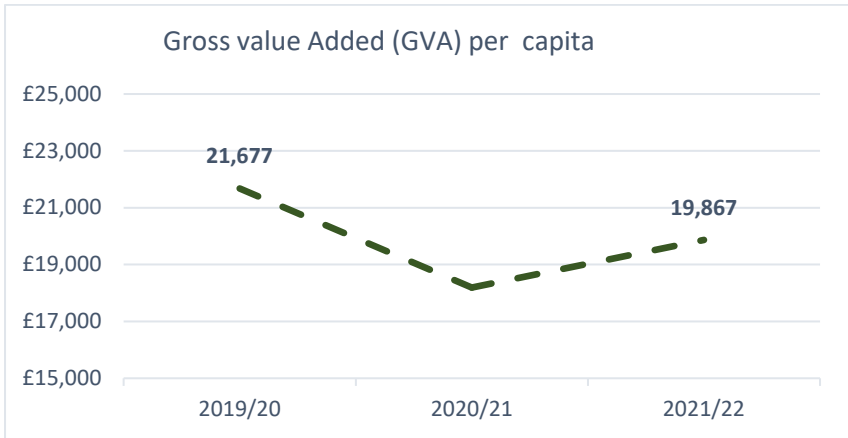
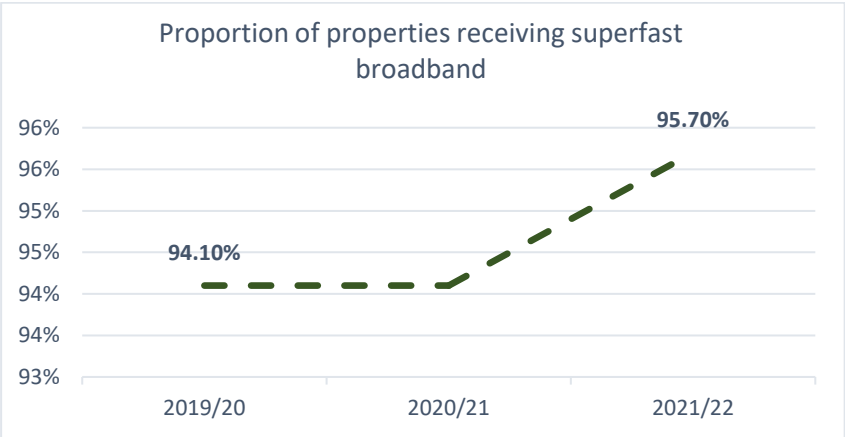
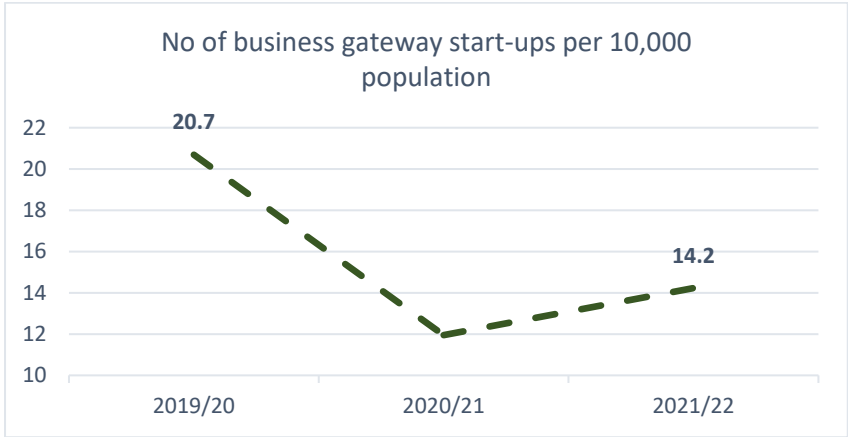
% adults satisfied with libraries



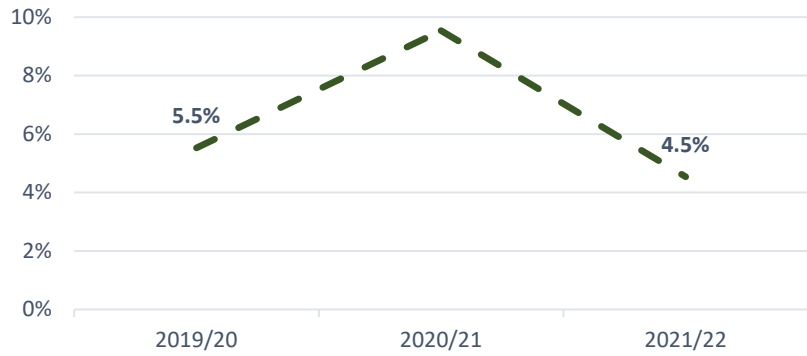


Economic Development and Planning

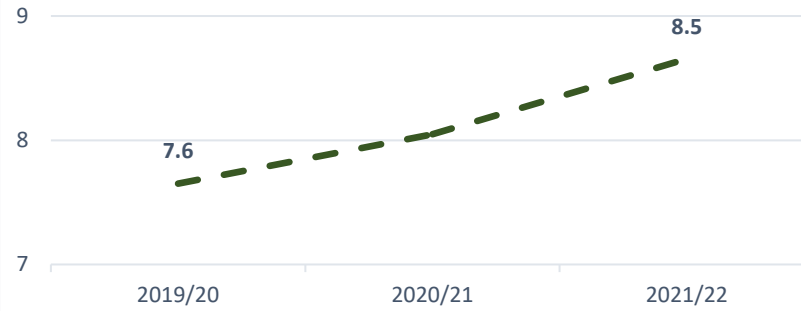




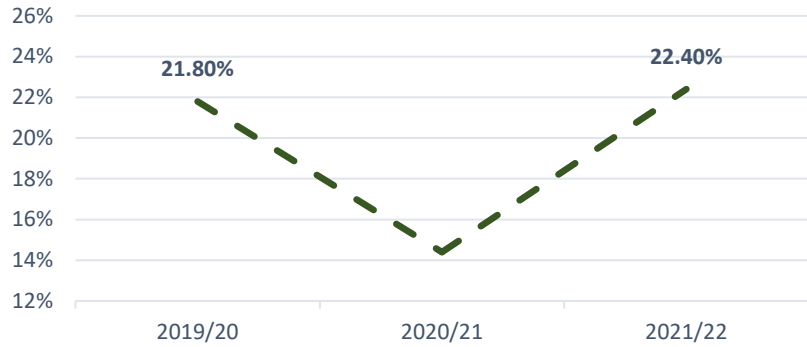
Claimant Count as a % of 16-24 population



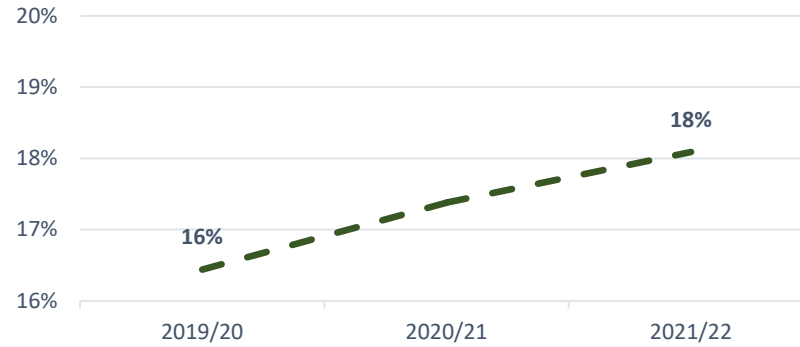
Average time in weeks taken to deliver a commercial planning application decision



Proportion of people earning less than the living wage

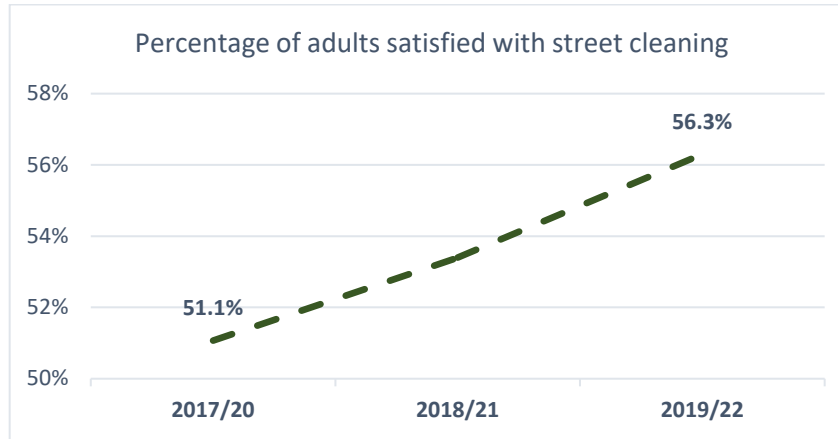
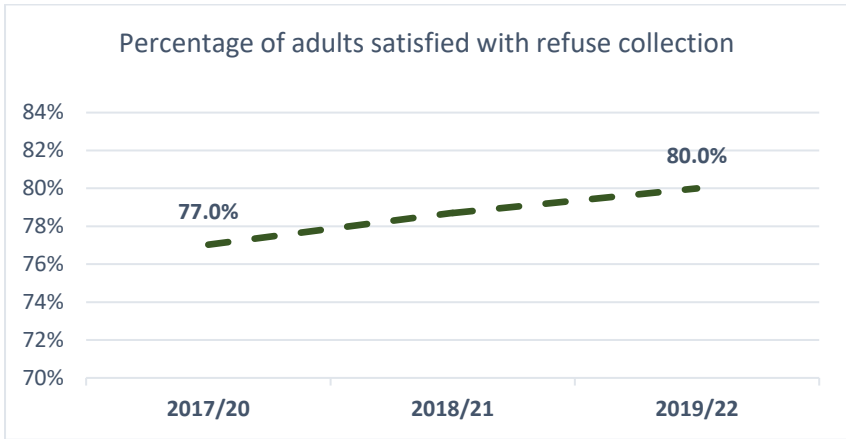


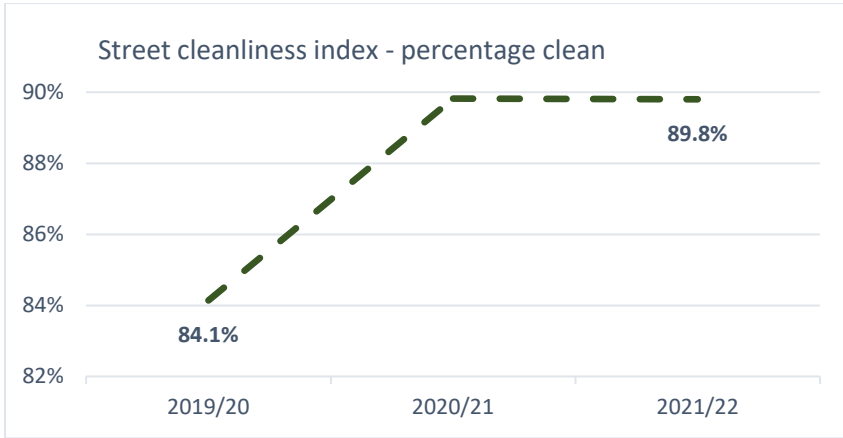
Town centre vacancy rates



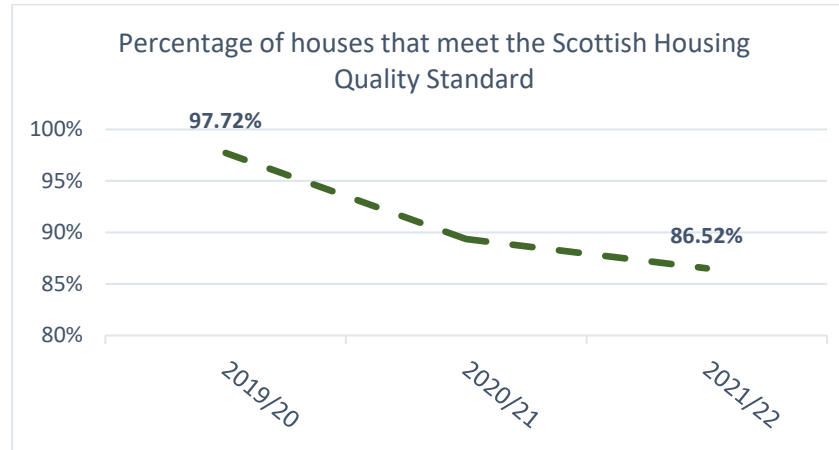
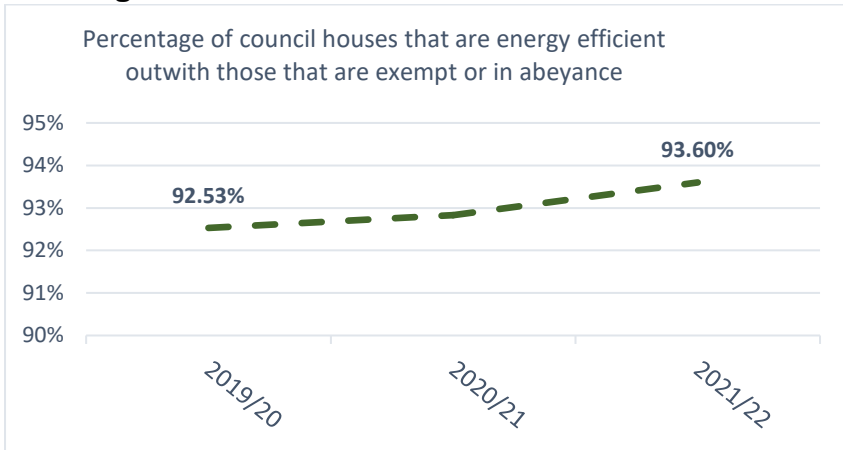


Environmental Services

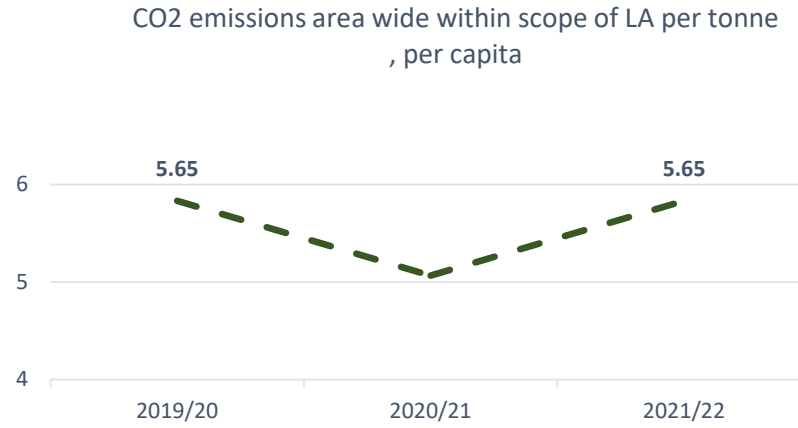
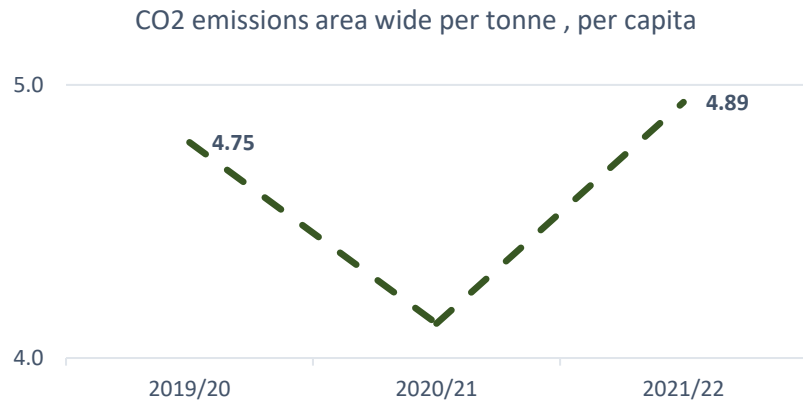








Housing Services











Climate Change








APPENDIX 4: LGBF - SOUTH AYRSHIRE 3-YEAR FAMILY GROUP AVERAGE MAPPED TO COUNCIL PLAN OUTCOMES

The tables below provide detail on the family group average of LGBF data which have been grouped to sit under the Council Plan outcomes. The status of each indicator is highlighted below:  improved,  declined and  stable. Where data is not comparable it is marked .

1. Fair and effective leadership

Measure	2019/20	2020/21	2021/22	Status	Family Group Average
Cost of support services as a percentage of the council's total gross expenditure	4.0%	3.7%	3.69%		3.73%
Percentage of the highest paid 5% employees who are women	60.29%	58.37%	59.7%		58.6%
The gender pay gap	2.5%	2.0 %	2.28%		2.64%
Cost of collecting council tax per dwelling	£6.94	£5.49	£6.65		£4.56
Sickness absence days per teacher	5.1	3.2	5.3		6.1
Sickness Absence Days per Employee (excluding teachers)	10.2	8.8	10.8		12.2
Percentage of income due from council tax received by the end of the year	94.9%	94.1%	95.1%		92.3%
Percentage of invoices sampled that were paid within 30 days	95.4%	94.5%	95.4%		90.6%

2. Closing the Gap

Measure	2019/20	2020/21	2021/22	Status	Family Group Average
Percentage of pupils gaining 5+ awards at level 5	70%	73%	74%		70%
Percentage of pupils gaining 5+ awards at level 6	41%	47%	44%		41%
Percentage pupils in 20% most deprived areas getting 5+ awards at level 5	44%	52%	50%		52%
Percentage pupils in 20% most deprived areas getting 5+ awards at level 6	21%	26%	19%		22%
Percentage of school leavers going into positive and sustained destinations (Initial survey)	98.4%	98.3%	98.6%		95.9%










Measure	2019/20	2020/21	2021/22	Status	Family Group Average
Overall average total tariff score for pupils in the senior phase (S6 based on the S4 cohort)	966	1060	1013	▬	985
The average total tariff score for pupils in the senior phase (S6 based on the S4 cohort) Quintile 1	614	741	639	↓	678
The average total tariff score for pupils in the senior phase (S6 based on the S4 cohort) Quintile 2	887	910	942	↑	850
The average total tariff score for pupils in the senior phase (S6 based on the S4 cohort) Quintile 3	978	1020	948	↓	1008
The average total tariff score for pupils in the senior phase (S6 based on the S4 cohort) Quintile 4	1243	1200	1232	↑	1157
The average total tariff score for pupils in the senior phase (S6 based on the S4 cohort) Quintile 5	1231	1376	1316	↑	1293
% of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy	N/A	68%	71%	↑	72%
% of P1, P4 and P7 pupils combined achieving expected CFE Level in Numeracy	N/A	77%	80%	↑	79%
Literacy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	N/A	22.5%	26.93%	↓	25.96%
Numeracy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	N/A	15.87%	18.47%	↓	21.47%
School Attendance Rates (per 100 pupils)	N/A	91.5%	N/A	?	N/A
School Attendance Rates for Looked After Children (per 100 Looked After Children)	N/A	90.%	N/A	?	N/A
School Exclusion Rates (per 1000 pupils)	N/A	14.91	N/A	?	N/A
School Exclusion Rates for Looked After Children (per 1000 looked after children)	N/A	73.39	N/A	?	N/A
Participation Rate for 16–19-year-olds in education, training or employment (per 100)	91.4%	91.8%	93.7%	↑	92.4%
% of children living in poverty (after housing costs)	24.83%	20.59%	24.4%	↓	25.01%

3. Grow well, live well, age well






Measure	2019/20	2020/21	2021/22	Status	Family Group Average
% of children meeting developmental milestones at their 27–30-month review	86%	83%	82%	↓	80%
% of funded Early Years Provision which is graded good or better	95.9%	95.7%	97.9%	↑	91.4%
Percentage of people aged 65 and over with long-term care needs who receiving personal care at home	58.29%	58.34%	58.86%	↑	64.62%
Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	81.23%	N/A	71.94%	↓	77.77%
% of adults supported at home who agree that they are supported to live as independently as possible	82.33%	N/A	76.45%	↓	75.46%
% of adults supported at home who agree that they had a say in how their help, care or support was provided	74.95%	N/A	75.8%	↑	72.03%
% of carers who feel supported to continue in their caring role	37.41%	N/A	33.79%	↓	28.08%
Rate of readmission to hospital within 28 days per 1,000 discharges	117.92	128.4	113.57	↑	111.98
Proportion of care services graded good or better	79.51%	78.5%	73.45%	↓	79.78%
Number of days people spend in hospital when they are ready to be discharged ,per 1,000 population (75+)	1,699.45	886.36	1,365.13	↓	809.91

4. South Ayrshire works

Measure	2019/20	2020/21	2021/22	Status	Family Group Average
Percentage of unemployed people assisted into work from Council operated / funded Employability Programmes	19.6%	7.9%	25.4%	↑	17.8%
Average time in weeks taken to deliver a commercial planning application decision	7.6	7.9	8.5	↓	9.9

Percentage of the Council's procurement spent on local small/medium enterprises	25%	27.2%	28.8%		24.7%
No of business gateway start-ups per 10,000 population	20.7	11.9	14.2		14.5
Proportion of people earning less than the real living wage	21.8%	14.4%	22.4%		16.9%
Proportion of properties receiving superfast broadband	94%	94%	96%		92%
Town Centre Vacancy Rates	16%	17%	18%		12%
Immediately available employment land as a % of total land allocated for employment purposes	78.0%	83.8%	1.4%		17.1%
Gross Value Added (GVA) per capita	£21,961	£18,816	£19,867		£20,529
Claimant Count as a % of Working Age Population	4.2%	7%	4.5%		3.7%
Claimant Count as a % of 16-24 Population	5.5%	9.5%	4.5%		3.9%

5. Stand up for South Ayrshire

Measure	2019/20	2020/21	2021/22	Status	Family Group Average
Percentage of adults satisfied with libraries (Scottish Household Survey)	81.9%	77.6%	74.0%		79.2%
Percentage of adults satisfied with parks and open spaces (Scottish Household Survey)	91.0%	93.0%	93.3%		89.1%
Percentage of adults satisfied with museums and galleries (Scottish Household Survey)	76.1%	69.4%	64.7%		69.5%
Percentage of adults satisfied with leisure facilities (Scottish Household Survey)	76.2%	75.9%	74.7%		75.5%
Percentage of adults satisfied with local schools (Scottish Household Survey)	78.8%	82.10%	82.0%		76.0%

6. A better place to live

Measure	2019/20	2020/21	2021/22	Status	Family Group Average
Street Cleanliness Index - Percentage Clean	84.1%	89.8%	89.8%	↑	77.5%
Percentage of adults satisfied with refuse collection services (Scottish Household Survey)	77.0%	78.7%	80.0%	↑	77.7%
Percentage of adults satisfied with street cleaning services (Scottish Household Survey)	51.1%	53.4%	56.3%	↑	63.6%
Percentage of council dwellings that meet the Scottish Housing Quality Standard (SHR)	97.7%	89.4%	86.5%	↓	65%
Percentage of council houses that are energy efficient out with those that are exempt or in abeyance	92.5%	92.8%	93.6%	↑	76.5%
CO2 emissions area wide per tonne, per capita	4.75	4.12	4.89	↓	5.86
CO2 emissions area wide: emissions within scope of LA per tonne, per capita	5.65	4.96	5.65	↓	5.57