

South Ayrshire Council

**Report by Assistant Director - People
to Service and Performance Panel
of 8 February 2022**

**Subject: Council Plan 2018-22 (2020 Mid-Term Refresh) - October
to December 2021**

1. Purpose

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

2. Recommendation

- 2.1 **It is recommended that the Panel considers the progress through the narrative set out within Appendix 1.**

3. Background

- 3.1 This report has been prepared to help evaluate progress against the Council Plan 2018-2022 (2020 Mid-Term Refresh).
- 3.2 As set out in the [Performance Management Framework](#), as approved at the Service and Performance Panel on 19 August 2020, future reports on the delivery of the Council Plan will be reported quarterly with the outcomes and performance indicators being reported annually. Subsequently this report has been amended to report across all strategic priorities rather than the previous format of reporting three priorities at a time.

4. Proposals

- 4.1 Reporting on all of the strategic priorities will provide a more holistic overview of how all services are contributing to delivering the Council Plan. Appendix 1 sets out performance against the strategic priorities:
1. Fair and effective leadership;
 2. Closing the gap;
 3. Grow well, live well, age well;
 4. South Ayrshire works;
 5. Stand up for South Ayrshire; and
 6. A better place to live.

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

4.2.1 **Action COPL 01. 4b Review the Council's Housing Allocations Policy to make best use of available housing stock** – note that the original date for the project will not be met and this is likely to extend until December 2022, this is due to staff working on this being directed to work on responses to the pandemic, in particular dealing with pressures in the delivery of the Council's homelessness services and housing support services to sheltered housing; and

4.2.2 **Action COPL 05. 04c Develop and promote our Parks and Open Spaces as destination venues for visitors and residents** – note that, with Members' approval, the website will be live for the end of June 2022.

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 Not applicable.

7. Human Resources Implications

7.1 Not applicable.

8. Risk

8.1 ***Risk Implications of Adopting the Recommendations***

8.1.1 There are no risks associated with adopting the recommendations.

8.2 ***Risk Implications of Rejecting the Recommendations***

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

9. Equalities

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

10. Sustainable Development Implications

10.1 ***Considering Strategic Environmental Assessment (SEA)*** This report does not propose or seek approval for a plan, policy, programme or strategy or document

otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

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

12. Link to Council Plan

12.1 The matters referred to in this report contribute to delivery of all of the Council's commitments.

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 Peter Henderson, Portfolio Holder for Corporate, and the contents of this report reflect any feedback provided.

Background Papers **South Ayrshire Performs - Performance Management Framework**

Report to Service and Performance Panel of 19 August 2020 – [South Ayrshire Performs – Performance Management Framework](#)

Person to Contact **Mike Newall, Assistant Director – People**
County Buildings, Wellington Square, Ayr KA7 1DR Phone
01292 616231
Email mike.newall@south-ayrshire.gov.uk

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

Date: 31 January 2022

South Ayrshire Council Plan 2018-2022 (2020 mid-term refresh)



Appendix 1

October - December 2021 Report






1 Fair and effective leadership





1.1 We will design our services with people at the heart

COPL 01.1a Redesign and rebuild the Council's website with a focus on delivering digital services and digital engagement.	Service Lead - ICT Enterprise Architecture	Focus now on removal of old website and migration of content to new platform. Estimated to complete this by March 22	80%		31-Oct-2021
COPL 01.1b Relocate Ayrshire Archives and Registration to a purpose build repository at South Harbour Street.	Service Lead - Democratic Governance	<p>Archives has moved and is ready to open. The delay in setting a date to re-open the Archives to the public is due to unresolved safety issues in the public search room. The contractor has confirmed that there is a delay in acquiring the support bars which will not be available until early January 2022.</p> <p>However, in light of the recent letter on 11 December 2021 from the Deputy First Minister to CoSLA Leaders requesting local authorities to review planning for emergency COVID support for the next 3 months, both North and East Ayrshire Councils are not reinstating their respective Archives services as this is classed as a non- essential service. They are continuing to follow Scottish Government Guidance to allow staff to work from home.</p> <p>This situation is constantly under review and planning will continue in respect of opening across all three sites in readiness of any change.</p> <p>Registration have been unable to prepare for the move due to impact of the COVID pandemic and the legislative changes and guidance from NRS on their working practices, for example remotely registering deaths which is far more time consuming.</p> <p>Discussions are ongoing around what needs to be put in place to afford a smooth transition and any additional measures in light of potential COVID working restrictions, for example 1 meter distance, screens etc.</p>	70%		31-Mar-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	100%		31-Mar-2022
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		scanning, planning templates, and service case studies. We will enhance and expand the toolkit as national workforce guidance develops. Request has been issued to all service leads to provide completed template no later than 31 March 2022			
COPL 01.2b Create modern apprenticeship opportunities across South Ayrshire for our young people.	Service Lead - Thriving Communities	<p>Employability and Skills continue to recruit Modern Apprentices for young people aged 16-19. We also offer Apprenticeship opportunities up to age 29 for people who are care experienced and/or with additional support needs.</p> <p>As part of our commitment to Corporate Parenting, young people who are care experienced or a young carer, can expect to be supported to access South Ayrshire Council's modern apprenticeships. These opportunities will be identified and ring-fenced for young people who are care experience or a young carer.</p> <p>We currently have 67 modern apprentices on our programmes, and they are based within the following vocational areas:</p> <p>Business Administration, Amenity Horticulture, Craft Trade, Social Services and Health Care, Social Services (Children and Young People, Youth Work, Sports and Leisure, IT, Active Schools, Sustainable Resource Management and Roads (Ayrshire Roads Alliance).</p> <p>Six of our MAs are Care Experienced and 17 MAs have an additional support needs.</p> <p>We have recruitment planned for Amenity Horticulture, Business Admin and Youth Work in January/February 2022.</p> <p>Going forward we aim to offer a comprehensive pre-apprenticeship programme as progression for our young people on our positive futures programme. This programme will allow for the trainee to have more targeted work experience within the sector they are applying for, start to look at the qualification they will be undertaking within the programme and any sector specific training they will be expected to undertake. They will get the opportunity to find out more about being an employee within the council and discuss the SAC values and have dedicated time to work on their application and interview skills.</p>	80%		31-Mar-2022
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.	Service Lead - Policy, Performance and	Nineteen Tenant Participation activities and training continues online. Digital support and training continues for involved tenants to maintain their involvement. The team continue to produce Tenant Participation	75%		31-Mar-2022



	Community Planning	materials.			
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	Recruitment process has been completed and the new Trauma Informed Practice officer has been appointed and commenced their post on 14th January 2022. Leadership Panel on 30th November 2021 agreed a strategic implementation plan for a Trauma Informed and Responsive South Ayrshire. Further to the plan, approval was given for a Member Officer Working Group which will govern the plan and the budget aligned to the trauma work.	30%		31-Mar-2022
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 continues to progress. Officers have continued to consider the various impacting legislation and National protocols which must be factored in when assessing an individual's need for housing. Officers have completed discussions with specific target groups to gather information on the needs and expectations of access to housing along with advice and information. The option to introduce an 'online housing application and advice module' has proceeded with Officers working alongside ICT and the software provider to tailor the package to meet local need, this is being progressed through the Council's Strategic Change Programme. The Officers working group has drafted proposals for the Allocation Policy along with the draft considerations around the policy document based on guidance from the Scottish Government for internal consultation. Once draft proposals are finalised Officers will then progress to wider consultation with all interested parties. Taking account of the stages to be completed and the need for wider consultation on any agreed proposals, the original deadline of 31 March 2022 for this project will not be met, and this is likely to extend until December 2022.	60%		31-Dec-2022
COPL 01.4c Undertake a phased review of Benefits Services to ensure a responsive and customer focused approach is	Service Lead - Revenues and	Report to Leadership Panel 15 February 2022 detailing proposals	90%		31-Mar-2022

provided to support those affected by Welfare Reform.	Benefits				
COPL 01.4d Develop a Social Lettings Service to support access to the Private Rented Sector.	Service Lead - Policy, Performance and Community Planning	Now in operation with service delivery, first property signed up and first tenant is pending completion of sign up process. Further work being done to procure more property and awareness raising of service	100%		31-Mar-2022
2 Closing the gap					
2.1 We will create more training and employability opportunities for all young people					
COPL 02.1a Continue to develop employability programmes for young people, including the WorkOut programme.	Service Lead - Thriving Communities	<p>The young people on the WorkOut! Programme are currently working towards an SCQF 3 'Steps to Work' qualification. They have also started to plan their Give Back Day which involves organising a project that will benefit their communities. We are also currently in the process of planning the celebration event for the end of the Work Out! Programme.</p> <p>All young people on the Positive Futures Programme develop and enhance their skills by taking part in various groups, projects, activities and 1:1 appointments with their Officer. The programme has been developed to allow young people to progress while working towards recognised qualifications while gaining work/volunteering experience to improve their chances of moving into sustainable employment. Various qualifications have been embedded into the programme that ensure that young people leave the programme better equipped for the world of work with industry specific and relevant qualifications. We have also included community projects as part of the Personal Development Award which allows young people to plan and take part in a piece of work in their locality that benefits the local community.</p> <p>All staff are involved in employer engagement to speak to local employers to promote our service and to explain the benefits of providing work experience placements and employment opportunities for young people on the programme.</p>	80%		31-Mar-2022
COPL 02.1b Implement the Educational Services Improvement Plan	Depute Chief Executive and Director - People	Education services are making progress in taking forward priorities in the service plan. COVID is impacting on aspects of service delivery and improvement work	30%		31-Mar-2022
COPL 02.1c Continue to work with partners to provide meals during school holidays to support activity clubs within local communities.	Co-ordinator – Community Safety	Over the October holiday period 457 meals were given out to young people throughout South Ayrshire. This provision was through an activity-based programme operated by Thriving communities, Whitletts Vic Football Club and The Carrick Centre were our main third sector partners in this holiday period. The programme was targeted at the communities of North Ayr, Barassie, Maybole, Girvan Glendoune.	100%		31-Mar-2022

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

COPL 02.2a Ensure young people leaving care do not have to access housing through the homeless system.	Service Lead - Policy, Performance and Community Planning	The Improving Housing Outcomes for Young Care Leavers continues to explore future housing options for young care leavers. Following the commencement of the co-commissioned Housing Support contract for young people aged 16-25 years old, the Improving Housing Outcomes for Young Care Leavers group are reviewing the strategic priorities for group moving forward. The Housing Support contract for young people aged between 16-25 years old continues to be closely monitored by the HSCP and Housing Policy and Strategy, good working relationship have been established. There is currently an ongoing review of the Youth Housing Support Group to ensure that the group are effectively aligned with the new contract.	60%		31-Mar-2022
COPL 02.2b Implement the Child Poverty Action Plan to help close the opportunity Gap	Service Lead - Community Services and Facilities	A child poverty engagement group has been created to facilitate inclusion of the lived experience into the child poverty agenda. On-going work to deliver the child poverty action plan is also being informed by linking into the national agenda with a new national child poverty delivery plan under development. Addressing food and fuel poverty is a central focus of current work and income maximisation. Linkages are being made to the inclusive growth work being progressed within the Ayrshire Growth Deal. Work has started on preparing the 2021-22 Child Poverty Annual Report	60%		31-Mar-2022
COPL 02.2c Work to improve the legal permanence journey for care experienced children.	Service Lead - Legal and Licensing	The planned in person training was initially postponed due to Omicron but the January session was then reinstated online in a truncated form over a three day period w/c 17 January with legal input on 19 January. The dates and format of the March session, which was intended to cover the remaining social work participants, is still to be confirmed.	80%		31-Mar-2022
COPL 02.2d Work closely with Young People Support and Transition (YPST)Team, Champions Board and Employability and Skill to improve outcomes for young people.	Service Lead - Thriving Communities	Thriving Communities officers continue to work in partnership to improve outcomes for Care Experienced Young People. Officers are based within the YPST team and deliver accredited training and groups from there to encourage care experienced young people who are not currently engaging with the team to actively engage. Eight young people have achieved their Dynamic Youth Award. We have completed courtyard projects, charity fairs and personal development groups with all participants being registered and engaging in our programme. This targeted approach continues to support young people in to college and employment.	81%		31-Mar-2022

		<p>Thriving Communities Community Learning and Development (CLD) staff continue to work in partnership with Champions Board, Education and Young People Support and Transition Team to support young people who are care experienced.</p> <p>The weekly care experienced youth groups continue to operate at Domain and Girvan.</p> <p>The care experienced Duke of Edinburgh group, set up to specifically support care experienced young people at the Domain Youth Centre, continues to make real progress and is having a positive impact on their lives. Feedback from the young people involved demonstrates the positive impact it is having on their lives.</p> <p>Our Team around the school pilot at Ayr Academy continues to see partners working closely together to improve the outcomes for young people that are care experienced.</p> <p>Thriving Communities officers will be working with partners to ensure young people who are care experienced can access the Scottish Government free travel scheme.</p>			
COPL 02.2e Work with partners to improve employability outcomes for care experienced young people.	Service Lead - Thriving Communities	<p>Employability and Skills continue to work alongside partners to improve outcomes for young people. Officers have worked closely with Skills Development Scotland and Ayrshire College to support people into College and to ensure young people sustain and now supported to re-apply for new start January courses. 26 young people withdrew from their courses with 23 being supported to return to a new course or to engage in training on our programme. 12 have disengaged from their course with the team supporting them to continue and sustain over the period of September – December. The annual snapshot for SLDR was October 4th and the data will be published in February 2022.</p> <p>We have officers based within the Children's Houses and are currently supporting three young people who are disengaged from school to achieve their Employability Award.</p> <p>Funding for the dedicated Care Experienced team ends in December 2022, officers will be reviewing the impact this team has had on young people and exploring opportunities beyond the funding to ensure this support continues.</p>	80%		31-Mar-2022
COPL 02.2f Deliver targeted employability programmes for care experienced young people and a supported employment programme for young people with additional support needs.	Service Lead - Thriving Communities	<p>Employability and Skills continue to offer the Care Experienced Guarantee for young people who are Care Experienced to gain Modern Apprenticeships within the Council, we have 4 current MA's who were recruited and secured employment through this model.</p>	80%		31-Mar-2022




		<p>External funding for the Care Experienced Employability team ends in December 2022. Employability & Skills are currently trying to embed the service in to the core thriving communities staffing structure to ensure the service will continue beyond the funding. Outcomes for young people who are Care Experienced are now significantly higher than the national average since the team has been in place. (School Leavers Destination Report (SLDR) 2020/21).</p> <p>Covid Recovery funding has allowed additional paid work experience placements to be offered to young people to commence the Tailored Jobs programme which is an enhancement to our Supported Employment Programme to support young people with additional support needs into employment. The programme continues to have an impact on young people.</p> <p>We have had a further five young people progress into further employment opportunities following completion of Tailored Jobs.</p> <p>There has been five young people over and above our Tailored Jobs that have progressed into employment and three young people who have progressed into further education.</p> <p>Supported Employment Groups – online delivery included Personal Development, Steps to Employment, Interview and Presentations Skills, Job search and applications, CV Workshop.</p> <p>In person groups included walking groups (Ayr and Girvan), personal development, allotment group, travel training, outdoor activities, debate group, Career Pathways and Lifeskills.</p>			
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2.3 We will invest in our young people, raising attainment and creating modern and engaging places for our young people to learn


COPL 02.1b Implement the Educational Services Improvement Plan	Depute Chief Executive and Director - People	Education services are making progress in taking forward priorities in the service plan. COVID is impacting on aspects of service delivery and improvement work	30%		31-Mar-2022
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	Further sessions have been held with the Education Strategy Group, no further information has been provided by Central Government in relation to One Device for Every Child.	50%		31-Mar-2022
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.	Depute Chief Executive and Director - People	The current SWEIC Plan is concluding at the end of March 2021 and a new plan will be published. Significant progress has been made since the first plan was published in 2018. Progress in closing the gap and assessment and moderation workstreams in particular has been strong. Collaboration is now becoming the default position in many areas.	100%		31-Mar-2022



		Leadership of the collaborative passed 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.			
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2.4 We will work with communities to make the best use of the school estate by creating local hubs

COPL 02.4a Deliver a programme of projects to ensure our schools and other community hubs are placed at the heart of our communities, with the required services delivered from the most suitable sites.	Assistant Director Place Directorate; Assistant Director - People Directorate	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	<p>Thriving Communities presented a briefing to elected members in November, this briefing provided information and data and demonstrated the excellent work of the service while highlighting the challenges for parents and carers.</p> <p>Thriving Communities continue to deliver courses to improve confidence building and budgeting. Engagement officers have supported COVID support grant applications and crisis grants.</p> <p>Officers continue to use The Wallace Tower and community settings across South Ayrshire to meet clients.</p> <p>Dedicated officers also provide support in schools as we continue to develop the school as the hub model.</p>	70%		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	Early works ongoing at Maybole Community Campus and will be complete Oct 2021. Main works underway at both Maybole and Prestwick Campuses.	90%		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.	Service Lead - Policy, Performance and Community Planning	Rapid Rehousing Transition Plan (RRTP) Officer commenced on 19th October 2021 and has been assisting with the delivery of Housing First, a key element of RRTP. An additional Housing First Housing Support Worker began in post on 15th November 2021. On 7th December 2021 an additional three Housing First referrals were accepted with a plan to increase the service by a further two households mid-January 2022. A Prevention Team is being created by Housing Options. At present a level 8 post has been filled and there will be a level 7 and 2 x level 5 posts. This team will have a focus on some actions within the RRTP.	40%		31-Mar-2022
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		<p>The Scottish Government confirmed in December 2021 that the allocation of funds for South Ayrshire's delivery of RRTP will be £182,000</p> <p>The Social Lettings Service is now operational and in 2021 allocated the first tenant a tenancy. This project is expected to expand in 2022.</p> <p>The RRTP Officer has been in contact with partners to consider actions that will assist in the prevention of homelessness, particularly within the HSCP.</p> <p>Work will be progressed in relation to those being liberated from prison.</p> <p>A Trauma Officer Post will commence early 2022 and will provide training to allow partners to operate trauma informed services.</p>			
COPL 02.5b Expand the Housing First service to meet the needs of people with experience of repeat homelessness and complex needs.	Service Lead - Policy, Performance and Community Planning	<p>An additional Housing Support Worker commenced in post on 15th November 2021. On 7th December 2021 an additional three people were accepted by the Multi Agency Group bringing the number of people supported to 30.</p> <p>There is a meeting scheduled for mid-January with a plan to accept a further two households onto Housing First.</p> <p>The Scottish Government has confirmed 2022/23 funding and this is likely to result further recruitment and expansion of the service.</p>	75%		31-Mar-2022
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	<p>We continue to analyse customer trends and feedback to target services accordingly. We are currently carrying out a consultation with the public to help us target service delivery effectively. This includes targeted work with community groups and the survey will close on 31 January 2022.</p> <p>Our targeted community work, which is being led by three recently appointed senior advisers, is making progress. Activities to engage communities, such as sessions with 42 local GPs,</p> <p>Community Planning Partnership Webinars and Thriving Communities Teams are helping to increase referrals. To ensure we were targeting resources at the most vulnerable clients, we arranged monthly surgeries at every foodbank location in South Ayrshire, which commenced in December 2021.</p> <p>As a result of these initial steps the community-based advisers have generated 221 enquires from clients requiring assistance.</p> <p>We also provided targeted support to Surgical Guardian staff facing redundancy and have secured agreement from the HSCP to train all</p>	89%		31-Mar-2022







		HSCP staff in the availability of support for their service users related to welfare benefits, money and debt advice, employment and crisis situations. This is a significant staff group and will help the Hub to reach those clients who need us most or who can be difficult to reach			
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	<p>Thriving Communities - Employability Officers continue to support young people and adults who are furthest away from the labour market.</p> <p>The all age and stage pipeline offers one-one, group work and tailored employability support. Provision is mainly online however officers have been able to utilise The Wallace Tower to support people that have been struggling or need access to printing or ICT devices.</p> <p>Outdoor learning and training initiatives have also helped support young people in to employment.</p> <p>There are opportunities to refer individuals to the Occupations Health Service SALUS. This is supporting individuals as part of an action plan to improve their health which supports their employability journey.</p> <p>Young people have access to the Togetherall App and this has been embedded within our registration process to ensure support is available to all young people.</p> <p>We have continued to support young people who are furthest away from the labour market by ensuring all young people have an individualised action plan that sets out goals and how they are going to achieve them. This is visited on a regular basis with their Officer who can quickly put any additional support in place for them.</p> <p>Employability Officers provided an Elected Members Briefing highlighting the interventions and progress in November.</p>	80%		31-Mar-2022

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	Deployment continues across the organisation. Now starting to look at how this can support the Future Operating Model and digital excluded staff.	75%		31-Dec-2021
COPL 03.1b Work with partners to meet the identified	Service Lead -	South Ayrshire Council's Housing Need and Demand Assessment which	35%		31-Mar-



housing needs of Health and Social Care Partnership service users.	Policy, Performance and Community Planning	highlights the issues the housing needs that require to be addressed by the Council and the HSCP over the next five years has been agreed by Leadership Panel. Evidence and information included within the Housing Need and Demand Assessment will be reflected in South Ayrshire Council's Local Housing Strategy which is due to be refreshed in 2022. Work on a Core and Cluster model of affordable social housing at Fort Street, Ayr is due for completion in February 2022. Partnership working between Housing Services and the HSCP is continuing to manage the development.			2022
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. There will be a further programme of works in 2022/23 as there is an approved budget of £207,170. Asset Management will prepare a new programme of works in due course.	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	31 contracts across HSCP were reviewed in Q3 (Oct - Dec) with an overall scorecard completion rate of 84%. 41 Scorecards have now been issued for review in Q4 (Jan – Mar), 12 for Children's Health, Care & Justice Services and 29 for Community Health & Care Services. 76 contracts in total out of a projected 91 have now been issued at least one scorecard with the remaining 15 to be covered in Q1 (April 2022). It should be noted that the number of contracts will continually change as contracts end or as new contracts are awarded.	60%		31-Mar-2022
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 Contract Supplier Management (CSM) process with the Corporate Parenting Lead Officer receiving a list of all scorecards chosen for the next quarter to allow the board to identify which evaluations they would like to participate in. The board are now reviewing contracts in Q3.	100%		31-Mar-2022
COPL 03.1f Work in partnership to help protect vulnerable adults and those living with dementia from doorstep crime. (Protection from phone scams, mail scams and bogus callers).	Service Lead - Trading Standards and Environmental Health	From 1st April 2021 the service dealt with seven requests for call blocking devices despite the problems presented by the COVID19 pandemic. This was facilitated by working with the person's family, carers and health professionals. The service also issued three social media information posts offering advice for the prevention of scams and bogus trading ranging from home improvement, cold callers, National Insurance refunds and COVID related grants etc. The service also received information from Trading Standards Intelligence sources relating to 70 local residents who may have fallen victim to scams. The Service is continuing to verify the information and contacting affected residents to provide them with the appropriate advice.	100%		31-Mar-2021

COPL 03.1g Develop and implement a Sports, Leisure and Physical Activity Strategic Framework.	Co-ordinator (Health and Wellbeing)	Strategy approved through ELT and CPP. Work now progressing on performance framework. Final version complete and shared with partners.	100%		31-Jul-2021
COPL 03.1h Work in partnership to deliver the South Ayrshire Health and Social Care Partnership Strategic Plan 2018-2021.	Senior Manager – Planning and Performance (HSCP)	The revised strategic plan (2021-31) for the HSCP has been agreed (24th March 2021) and will be launched in June 2021. The plan received significant engagement and consultation with a range of partners and was presented to the council before agreement by the IJB.	100%		31-Mar-2021
3.2 We will target resources to children and those most in need giving people information and choice over support and services					
COPL 03.2a Work in partnership to deliver the Children's Services Plan	Depute Chief Executive and Director - People	The Children's Services Plan for 2017-20 was reported on annually through a published report. Very good progress was made over the three years of the plan across a range of areas. Services are working together more effectively to delivery on the key priorities summed up in closing the gap and achieving potential. A new plan was published for 2020-23 in April 2020.	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 programme as part of the Ayrshire Growth Deal (AGD) is now in delivery phase. Programme management is provided by North Ayrshire Council and programme manager has been appointed. The SAC Community Wealth Building Team is responsible for the delivery of activities under the AGD and continue to liaise and collaborate with colleagues in neighbouring authorities. The project will run until the middle of 2024.	70%		31-Mar-2022
COPL 04.1b Implement the Strategic Economic Plan for South Ayrshire.	Service Lead - Economy and Regeneration	Vision 2030 shapes the work of the economy and regeneration service. The coordinator for local places has now started and provides leadership on the Local Places pillar of the Strategic Economic Plan. Delivery on the Strong Business pillar remains challenging due to additional Covid19 support requirements. Delivery on the AGD pillar remains strong, albeit challenges to recruit qualified resource has not yet been resolved.	70%		31-Mar-2022
COPL 04.1c Implement the Ayrshire Growth Deal Programme.	Service Lead - Economy and Regeneration	The outline business cases for the Spaceport, Commercial build and Aerospace Space Innovation Centre(ASIC) have been submitted to the Programme Management Office (PMO) for approval. Once approved, Final Business Case (FBC) will be developed and seek approval from Joint Committee. It is anticipated that this will happen during Qtr1 of 2022. The Outline Business Case (OBC) for the roads project is not expected to be submitted until June 22. This follows agreement with Transport Scotland	95%		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.	Co-ordinator Destination, Promotion and Inclusive Participation	The supply of the windows is expected Feb 2022. Once these are installed the remaining works will be completed. A working group is developing plans for a programme of exhibitions, events and tours.	60%		30-Jun-2021
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	Procurement follow up Community Benefit pledges with suppliers twice a year for formal update. The most recent update request was sent December 2021 with responses being collated Jan 2022. Employability and skills service shared a good news story in regards to a supplier offering a work-placement to a local young person and in December 2021 Amazon donated a total of £15,000 spread across three local South Ayrshire charities.	70%		31-Mar-2022
COPL 04.3b Continue to support local employers to recruit young people.	Service Lead - Thriving Communities	<p>Employability and Skills have approved 64 Employer Recruitment Incentives to support people into employment. Incentives offer up to £6,000 to recruit a young person or adult who is unemployed.</p> <p>This incentive is now available to employers of Kickstart who are coming to the end of their 6 months contract.</p> <p>Our employer engagement team have been working positively with procurement to secure employment opportunities through community benefits. The team also work closely with Economic Development and offer wraparound support to local businesses.</p> <p>The team has engaged with 160 local employers.</p> <p>We also regularly contact other training providers to update them on our funding and to share vacancies as they arise.</p>	80%		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	Engagement with tenants has been ongoing regarding payment plans. We will always strive to help local businesses succeed however where arrears are increasing and commitment to reduce is not evident leases	60%		31-Mar-2022
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	Community Asset Transfer	are terminated and advertised to secure an income.			
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 met with a representative from the SDP on 25 Nov 2021 to discuss training seminars that will be available to our local suppliers in 2022. Both SDP and Procurement will firm up dates starting Q1 2022 and work with economy and regeneration colleagues in regards to promotion. There have also been discussions around a local meet the buyer event pencilled in for Q2 2022. SDP are able to help facilitate and promote this online. Date to be confirmed during Q1 2022.	80%		31-Mar-2022
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	Due to our response to the Omicron wave all proactive food enforcement work was suspended prior to Christmas. This suspension will be re-assessed at the end of January. This means our review of different food sectors compliance, which was due to be undertaken Jan 2022 to assess whether our pre-pandemic enforcement plans are still relevant, will now take place in March.	0%		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	<p>Thriving Communities are finalising dates for a training programme with the Consultation Institute. There will be 12 places and this training programme will be offered to services.</p> <p>Officers who complete the training will form an officers group who will have an overview of consultations and will be able to provide support.</p> <p>Place Planning continues to be rolled out across South Ayrshire, consultations in Coynton, Loans, Craigie, Monkton and Symington will be complete on 31/01/22.</p> <p>The Prestwick consultation is ongoing and will be finalised in February.</p> <p>Draft plans will be shared February/ March for final feedback.</p> <p>Officers are also supporting various consultations, in Straiton officers are working with the community to engage with the wider community to gauge feedback on how to progress some of actions from their community action plan.</p> <p>Engagement with residents in Wallacetown continue in partnership with the partners working in the area.</p>	70%		31-Mar-2022
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COPL 05.1b Develop a clear and recognisable brand to promote the vision and values of the council and to align with the council plan.	Service Lead - Organisational Development and 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	We are currently working with 16 community-controlled bodies to support the development of community asset transfer requests and other means through which communities can make better use of local assets. Eight of these are at an early stage, four at an intermediate stage, and four are more advanced. We are continuing to be a visible and accessible resource to community organisations who are interested in making better use of assets. We are making links with local and national support and funding agencies.	50%		31-Mar-2022
COPL 05.2b Deliver the Council's 'Strategic Housing Investment Plan' (SHIP) in conjunction with partners.	Service Lead - Policy, Performance and Community Planning; Service Lead - Special Property Projects	<p>Waggon Road - Block B was handed over to Housing with one unit out of 31 still to be completed (specialised kitchen and bathroom for residents particular needs). Block C is due for completion at the end of March 2022. The total number of units at Waggon Road will provide 76 amenity units.</p> <p>Fort Street development is on course for completion 14th Feb 2022 with a total of 12 units providing housing for HSCP partners.</p> <p>Prestwick Main Street development is completed and with Housing Operations on 14th of December 2021 providing a total of 11 amenity units.</p> <p>Mainholm site has now been approved for planning and is currently undergoing stage 2 with the Hub SW.</p> <p>Riverside site has been approved under permitted development and is ongoing to stage 2 with Hub SW.</p> <p>The former Tarbolton Primary School site development is ongoing with timber kits in place. No delays as of this time.</p>	70%		31-Mar-2022
COPL 05.2c In consultation with stakeholders prepare and deliver the Local Development Plan 2	Service Lead - Planning & Building Standards	The Examination of the Modified Local Development Plan 2 has now been concluded. The Reporter issued her report on 10th January 2022 and this will be considered by Council in March 2022. Adoption of the Plan is anticipated to happen before Summer 2022.	90%		31-Mar-2022
COPL 05.2d Engage with our communities and work with them to ensure our service provision meets their needs	Assistant Director - People	The first 'Place Plans' that were published in 2020 continue to be reviewed and monitored. In Girvan officers are working with Girvan Town	80%		31-Mar-2022




and, through our approach to place planning, support communities to have a greater say in how services are delivered.	Directorate	<p>Team to progress the actions in the plan.</p> <p>Place Plans will be published in February for Dundonald, Craigie, Loans, Monkton, Coylton, Annbank, Tarbolton and Mossblown in February.</p> <p>South Carrick Villages and Prestwick will be published Feb/March 2022.</p> <p>Engagement has been challenging with the ongoing restrictions due to Covid</p>			
COPL 05.2e Actively engage with local communities and stakeholders to involve them in the design process for major capital projects and understand their aspirations and concerns.	Service Lead - Special Property Projects	Pre-application planning process during which the public will be able to provide feedback/comments on the emerging leisure centre designs is underway. Virtual Event taking place online 21st October 2021.	90%		31-Mar-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	We continue to explore new ways to grow our social media audience, such as expanding the variety of our corporate social media channels. Our social media followers continue to increase, with a total of 33,739 as at 31 December 2021, across all of our corporate platforms – an increase of 13% since 31 December 2020.	84%		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.	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.	Co-ordinator Destination, Promotion and Inclusive Participation	A draft strategy is currently being developed and is due to go to the Leadership Panel in March 2022.	70%		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.	Co-ordinator Destination, Promotion and Inclusive Participation	The three Ayrshire Councils and a range of partners are currently working with a consultant to develop a Visitor Economy Strategy for the region. Local organisation and businesses have been involved in consultation workshops.	80%		30-Jun-2021
COPL 05.4c Develop and promote our Parks and Open	Service Lead -	The service gained a 4th Green flag at Newton Park in Ayr in 2021. This	80%		31-Mar-

Spaces as a destination venue for visitors and residents.	Neighbourhood Services	is in addition to the previous green flag awards at Fullerton Estate, Rozelle Estate and Belleisle Estate. Belleisle Estate was also one of two Scottish parks to be awarded Green Heritage Site Accreditation. These accreditations are the first in Scotland and the award is given in recognition of achieving the required standard in the management and interpretation of a site with local or national historic importance. To receive Green Heritage Site Accreditation sites must also achieve Green Flag Award. We are now looking at gaining further green flag awards and are currently looking at a site in the Carrick area and also Ayr Cemetery. We are still working towards a bespoke Parks and Estates website to promote our Parks and Estates with what they have to offer to both residents and visitors. A contractor was appointed to shoot some drone footage of our parks throughout the different seasons, with both video and still footage for the website With approval of members, the site will be live for the end of June 2022			2023
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6 A better place to live

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

COPL 06.1a Implement the Council's Investment Strategy with the delivery of capital projects across the Council's Property Estate.	Service Lead - Professional Design Services	As of 31st March 2021, spend of £33,334,306 was achieved, representing 84% of the approved budget. The shutdown of the construction industry due to Covid-19 in 2020 did impact on the capital programme in financial year 2020-2021.	100%		31-Mar-2022
COPL 06.1b Progress a programme of Energy Projects for Council properties that will reduce energy usage and deliver carbon reduction.	Service Lead - Asset Management and Community Asset Transfer	This is ongoing work for the service which will continue beyond 31 March 2022. A pipeline of projects in development including lighting upgrades at Southcraig school, Kyle Academy and Girvan Academy and boiler replacement at Girvan Academy. Southcraig school lighting project target completion date is Easter 2022.	60%		31-Mar-2023
COPL 06.1c Maximise the funding available to improve the energy efficiency of our existing housing stock.	Service Lead - Policy, Performance and Community Planning	Projects agreed for financial year 21/22 in Maybole, Tarbolton, and provisionally Swedish Timber properties scattered throughout the Local Authority subject to approval of measures to be used on construction type. Full grant anticipated to be spent.	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	Work is practically complete on the 2020/21 external fabric upgrade projects which were delayed by Covid-19 restrictions and additional addresses were also added to programmes of work in response to emergency situations. Proposed addresses for the 2021/22 & 2022/23 external fabric upgrade programme (roofing and external render works) have been surveyed and work is currently being tendered, which will allow formal engagement to take place with owners in mixed tenure blocks. Window replacement work has also been completed on all properties in Annbank and Tarbolton. Work is well underway on the	70%		31-Mar-2022

		<p>2021/22 window replacement programme.</p> <p>The internal modernisation works from 2020/21 commenced on 2 August 2021, and programmes of work are ongoing. Future modernisation works have been reprogrammed, ensuring that the Council continues to maintain the Scottish Housing Quality Standard. Compliance works are ongoing and work towards the new fire and carbon monoxide requirements are well underway to meet the deadline date of February 2022.</p> <p>As part of the consultation with tenants on future rent setting, tenants were asked to identify the improvements that were important to them and to identify how they felt the Council should spend any unallocated resources within the Housing Revenue Account. Tenants identified window replacement, external wall insulation work and resources towards Council house new build as their top 3 priorities for investment. This feedback was considered as part of the future rent setting proposals approved by the Special Meeting of South Ayrshire Council on 20 January 2021. In line with the priorities identified by tenants, Leadership Panel of 15 June 2021 agreed to allocate uncommitted resources from the Housing Revenue Account to window replacement work and external fabric upgrade work as part of the 2021/22 Housing Capital Programme.</p>			
COPL 06.1e Deliver contracts which better support sustainability and an improved environment in South Ayrshire.	Service Lead - Procurement	<p>The Procurement team are regularly communicating with all Council departments and suppliers in regard to sustainability issues. Council staff are approaching the procurement service with queries around replacing goods under current contracts with more sustainable options e.g. items that are classed as single use plastics. One of the Councils larger suppliers have now moved away from using plastic straws with their products and have replaced these with paper straws.</p> <p>Procurement continue to liaise with suppliers and other authorities to review new contracts and the current product lists from existing suppliers to ensure these products/services support the Council's sustainability goals.</p>	75%		31-Mar-2022
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	Thirteen patrols carried out and no contraventions found. Another seven planned for January / February 2022	60%		31-Mar-2022
COPL 06.1g Progress the rationalisation and enhancement of assets in North Ayr, including working with local sporting and community organisations to develop the Craigie Campus site as a multi-sport centre of excellence.	Assistant Director Place Directorate	Work is progressing with the Craigie Campus and all construction work is on schedule. Officers continue to work with local sports groups to look at areas such as inclusive participation and performance sports. The Craigie Steering Group continues to meet to progress this project which	50%		31-Mar-2022

		has been highlighted as a highly effective example of joint working across the Council and partner organisations including the College and the University of West of Scotland.			
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	Work continues to develop new solutions using M365 for our workforce. Bring Your Own Device (BYOD) pilot as part of Future Operating Model working group being progressed.	75%		31-Dec-2021
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	IDOX Enterprise continues to be developed to enable Team Leaders to allocate/manage Building Standards workload remotely and allow officers to work safely at home. Work continues to develop new electronic procedures to support digital/agile working. The appointment of a new Business Development	95%		31-Mar-2022

		Coordinator will provide a dedicated resource for this work once fully in post.			
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