22 March 2022

To: Councillors Clark (Chair), D. Campbell (Vice Chair), Brennan-Whitefield, A. Campbell, I. Campbell, Dowey, McCabe and Pollock

All other Elected Members for information only

Dear Councillor

SERVICE AND PERFORMANCE PANEL

You are requested to participate in the above Panel to be held on **Tuesday, 29 March 2022 at 10.00 a.m.** for the purpose of considering the undernoted business.

In light of the current COVID-19 pandemic, this meeting will be held remotely in accordance with the provisions of the Local Government (Scotland) Act 2003. The meeting will be live-streamed and available to view at https://south-ayrshire.public-i.tv/

Yours sincerely

CATRIONA CAVES
Head of Legal, HR and Regulatory Services

B U S I N E S S

1. Declarations of Interest.

2. Minutes of previous meeting of 08 February 2022 (copy herewith).

3. Action Log and Work Programme (copy herewith).

4. Local Procurement Policy: Annual Update – Report by Assistant Director - Place (copy herewith)

5. Planning Performance Framework 2020-21 – Update – Report by Assistant Director - Place (copy herewith)

6. The South Ayrshire Way Strategic Change Programme, Preparing for the Future – Update – Report by Assistant Director - Place (copy herewith)

For more information on any of the items on this agenda, please telephone Courtney Buchanan, Committee Services on 01292 612436, Wellington Square, Ayr or
e-mail: courtney.buchanan@south-ayrshire.gov.uk
www.south-ayrshire.gov.uk

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SERVICE AND PERFORMANCE PANEL

Minutes of the meeting held remotely on
8 February 2022 at 10.00 a.m.

Present: Councillors Clark (Chair), Brennan-Whitefield, D. Campbell, Dowey, McCabe and Pollock.

Apology: Councillor A. Campbell.

Attending: M. Newall, Assistant Director – People; L. Reid, Assistant Director – Place; K. Carr, Assistant Director – Place; W. Carlaw, Service Lead – Democratic Governance; T. Leijser, Service Lead - Economy and Regeneration; K. Anderson, Service Lead - Policy, Performance and Community Planning; D. Alexander, Service Lead – Procurement; J. Wood, Senior Manager (Planning and Performance) HSCP; C. Buchanan – Committee Services Officer; and E. Moore, Clerical Assistant – Democratic and Governance.

1. Sederunt and Declarations of Interest

The Chair took the Sederunt and outlined the procedures for conducting this meeting and advised that this meeting would be broadcast live.

There were no declarations of interest by Members in terms of Council Standing Order No. 17 and the Councillors' Code of Conduct.

2. Minutes

The minutes of the meeting held on 11 January 2022 (issued) were submitted and approved.

3. Action Log and Work Programme

There was submitted an update of the Action Log and Work Programme (issued) for this Panel. The Assistant Director – People provided the Panel with a verbal update on the Work Programme and asked The Senior Manager (Planning Performance) HSCP to provide a verbal update on his allocated Actions, he highlighted that a briefing note had been prepared for circulation to Members in relation to Actions 1 – 3.

The Panel

Decided: to note the current status of the Action Log and Work Programme.

4. Council Plan 2018-22 (2020 Mid-Term Refresh) - October to December 2021

There was submitted a report of 31 January 2022 by the Assistant Director - People providing Elected Members the opportunity to review progress made towards achieving the strategic objectives contained within the Council Plan 2018-22 (2020 Mid-Term Refresh).

The Assistant Director - People gave a verbal overview of the report and invited the Panel Members to ask any questions that they had in relation to the report and outlined

that all actions were completed or were on course to be complete by the specified due dates within the report.

Questions were raised by members in relation to;

Page 2 of the report appendix entitled 'Relocate Ayrshire Archives and Registration to a purpose-built repository at South Harbour Street.' Has there been an update on the equipment to be installed for safe working during Covid? The Service Lead – Democratic Governance highlighted that the opening of the Ayrshire Archives had originally been delayed due to Covid guidance issued by government but said she was hopeful that the facility would open would open once outstanding safety issues had been addressed.

Page 4 of the report appendix entitled 'COPL 01.4b Review the Councils House Allocations Policy to make best use of available housing stock' what impact had Government policies had on the Council's Policy in relation to housing allocations for refugees and homeless persons and if, during the process of looking at housing allocations the Council could look at how this effects tenants locally who may be looking to move elsewhere within the locality? The Assistant Director – Place outlined that the Council had a robust Policy in place and that work had been carried out alongside refugees in line with the Allocations Policy which was meeting Government standards. He also highlighted that the Council's House Allocations Policy would allow the review of circumstances for tenants locally.

Page 5 of the report appendix entitled 'COPL 02.1b Implement the Educational Services Improvement Plan' what progress had been made on this in relation to Education Services? The Assistant Director – Place outlined that he would seek the information from Education colleagues and provide a written response to Members in the form of a briefing note.

Page 14 of the report appendix entitled 'COPL 04.2b Deliver the office rationalisation programme to ensure the best use of Council-owned facilities' how does this fit with future operating model? The Assistant Director outlined that specific capital works around this project was now complete and that the works were being carried forward now by the Future Operating Model.

Page 15 of the report appendix entitled '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.' when was food enforcement last carried out? The Assistant Director – Place outlined that he would seek the information from Health and Safety colleagues and provide a written response to Members in the form of a briefing note.

Page 17, Section 5.4 of the report appendix entitled 'We will promote South Ayrshire as a visitor destination' how much economic impact had the Council suffered due to the Pandemic? The Assistant Director – Place outlined that he would provide a written response to Members in the form of a briefing note.

Having considered the report, the Panel

Decided: to note the contents of the report.

5. **Pan-Ayrshire Community Wealth Building Commission and Anchor Charter**

There was submitted a report of 31 January 2022 by the Assistant Director – Place providing Elected Members with an update on the work of the Community Wealth Building (CWB) Member/ Officer Working Group (MOWG), the South Ayrshire Council led regional Community Wealth Building procurement workstream and an update on the current status of the Community Wealth Building workplan.

Service Lead – Economy and Regeneration gave a verbal update related to the report and invited the Panel Members to ask any questions that they had in relation to the report.

Questions were raised by members in relation to;

Page 3, paragraph 3.7 of the report, had there been any update on the NHS to take the lead on progress with the community wealth building? Service Lead – Economy and Regeneration highlighted that discussions had been ongoing between the Council and NHS but no conclusion had been reached at this point in time, he said that the Council would continue to participate in the work for the community wealth building and seek nominations from parties on the commission. The Assistant Director – Place added that Council had put forward the offer of lead role to the NHS but they had declined, he said that the Council were discussing alternatives with neighbouring Councils.

Page 2, paragraph 3.6 of the report, can evidence be shown on how the 5 principles are being taken forward? Service Lead – Economy and Regeneration outlined that greater detail would be provided in due course.

A Panel Member asked if there was a timescale in relation to the Community Wealth Building? The Assistant Director – Place stated that the Community Wealth Building work plan was expected to be presented at the Leadership Panel scheduled for 8 March 2022 and said that a Member/Officer Working Group had been set up in relation to the Community Wealth Building work plan and that the Working Group had met on 3 occasions already with a further meeting scheduled this month. It had been agreed that the Service and Performance Panel would receive annual updates

Having considered the report, the Panel

Decided: to note the contents of the report.

6. **South Ayrshire's Performance Management Framework (Update January 2022)**

There was submitted a report of 31 January 2022 by the Assistant Director - People to seek approval from Elected Members to make changes to the Performance Management Framework. Members were invited to approve paragraph 2.1 of report.

The Assistant Director - People gave a verbal update related to the report and invited the Panel Members to ask any questions that they had in relation to the report.

A Member of the Panel referred to Page 10 of the report entitled 'Item 4 - Demonstrating Best Value' and said that, in his opinion he did not feel this section of the report adequately reflected concerns raised at the Service and Performance Panel previously in relation to Participatory Budgeting. The Assistant Director - People outlined that the Panel Members comment had been acknowledged and said that future reports on performance were being looked at to strengthen the report in relation to Participatory Budgeting.

Having considered the report, the Panel

Decided: to approve the proposed changes to paragraph 2.1 of the report.

7. **South Ayrshire Council Gaelic Language Plan (GLP) Annual Monitoring Report**

There was submitted a report of 31 January 2022 by the Assistant Director – People to update the Service and Performance Panel on the South Ayrshire Gaelic Language Plan - Annual Monitoring Report 20/21.

The Assistant Director - People gave a verbal update related to the report and invited the Panel Members to ask any questions that they had in relation to the report.

One of the Panel Members enquired if there was any plan to introduce Gaelic stimulus into schools? The Assistant Director – Place outlined that he would seek the information from Education colleagues and provide a written response to Members in the form of a briefing note.

Having considered the report, the Panel

Decided: to note the contents of the report.

The meeting concluded at 10:47 a.m.

Service and Performance Panel
Action Log/Work Programme – 2022

		Issue	Actions	Assigned to	Update	Completed
1.	11 January 2022	Integration Joint Board (IJB) Annual Performance Report 2020-21	Following a request by a Member of the Panel in relation to Item 4 'Integration Joint Board (IJB) Annual Performance Report 2020-21', The Head of Children's Health (Care and Justice Service) and the Senior Manager (Planning and Performance) HSCP agreed to answer a list of questions and provide their response by way of a written briefing note.	Senior Manager (Planning Performance) and the Head of Children's Health (Care and Justice Service) - HSCP		
2.	08 February 2022	Council Plan 2018-22 (2020 Mid-Term Refresh) - October to December 2021	Page 5 of the report appendix entitled 'COPL 02.1b Implement the Educational Services Improvement Plan' what progress had been made on this in relation to Education Services? The Assistant Director – Place outlined that he would seek the information from Education colleagues and provide a written response to Members in the form of a briefing note.	Assistant Director – Place	Briefing Note circulated to Elected Members on 08 February 2022.	**Complete**
3.	08 February 2022	Council Plan 2018-22 (2020 Mid-Term Refresh) - October to December 2021	Page 15 of the report appendix entitled '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.' when was food enforcement last carried out? The Assistant Director – Place outlined that he would seek the information from Health and Safety colleagues and provide a written response to Members in the form of a briefing note	Assistant Director – Place	Briefing Note circulated to Elected Members on 09 February 2022.	**Complete**

4.	08 February 2022	Council Plan 2018-22 (2020 Mid-Term Refresh) - October to December 2021	Page 17, Section 5.4 of the report appendix entitled 'We will promote South Ayrshire as a visitor destination' how much economic impact had the Council suffered due to the Pandemic? The Assistant Director – Place outlined that he would provide a written response to Members in the form of a briefing note.	Assistant Director – Place		
5.	08 February 2022	South Ayrshire Council Gaelic Language Plan (GLP) Annual Monitoring Report	One of the Panel Members enquired if there was any plan to introduce Gaelic stimulus into schools? The Assistant Director – Place outlined that he would seek the information from Education colleagues and provide a written response to Members in the form of a briefing note.	Assistant Director – Place	Briefing Note circulated to Elected Members on 18 February 2022.	**Complete**

Service and Performance Panel
Action Log/Work Programme – 2021

	Issue	Actions	Assigned To	Due Date To Panel	Latest update
1.	Local Government Benchmarking Framework 2020/21	Advise Members re difference benchmarking is making within SAC	Assistant Director - People	to be confirmed	Report deferred (data not published until March 2022)
2.	Local Procurement Policy: Annual Update	Scrutiny of Report	Director - Place	29-Mar-22	
3.	Mainstreaming Participatory Budgeting	6-monthly update report as part of regular community engagement reporting	Assistant Director - People	to be confirmed	Report deferred
4.	Planning Performance Framework 2020-21	Update re feedback from Scottish Government and proposed actions to address	Assistant Director - Place	29-Mar-22	
5.	The South Ayrshire Way Strategic Change Programme – Preparing for the Future	Update on progress (including benefit realisation)	Assistant Director - Place	29-Mar-22	

South Ayrshire Council

**Report by Assistant Director - Place
to Service and Performance Panel
of 29 March 2022**

Subject: Local Procurement Policy Statement - Update

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1.   Purpose

1.1   The purpose of this report is to provide an update to the Service and Performance Panel on the actions in regard to the Local Procurement Policy Statement first approved at Leadership Panel in March 2021.

2.   Recommendation

2.1   It is recommended that the Panel scrutinises the progress made to implement the policy and further proposals in section 4.

3.   Background

3.1   Public procurement is a key driver of policy development and service delivery which supports sustainable economic growth. As such, in 2012, the Council updated its internal procurement rules for contracts under £50,000, to maximise the opportunity for local suppliers to win Council business and in turn support local economic regeneration.

3.2   The sustainable procurement duty, outlined in Procurement Reform (Scotland) Act 2014 now requires contracting authorities in Scotland, before buying anything, to consider how it can improve the social, environmental and economic wellbeing of the area in which it operates, with a particular focus on reducing inequality. It also requires a contracting authority to consider how its procurement processes can facilitate the involvement of SMEs, third sector bodies and supported businesses, and how public procurement can be used to promote innovation.

3.3   Due to the effects of the recent pandemic on local suppliers, and the fact that many items purchased by the Council (e.g. personal protective equipment) had to be procured through regulated emergency routes/accelerated procedures, the overall percentage of spend with local suppliers only increased from 25% in 19/20 to 26% in 2021. Procurement Officers also undertook crisis procurement training via a Scotland Excel Workshop during this time.

3.4   Work in 2018 saw a renewed collaboration between Procurement and Economic Development to develop a package of support to local businesses to help them to identify, bid for, and win public sector contracts. Since then, the Economy & Regeneration officer embedded in Corporate Procurement has changed roles and the structure of the Economy and Regeneration has changed significantly with recruitment of three, dedicated, Community Wealth Building officers. The Corporate

Procurement team has also experienced changes in staff and structure with a new Service Lead, appointed on 21 September 2021 and 2 new Coordinators being appointed in August 2021.

3.5 One of the Community Wealth Building officers has now been aligned to work closely with the Procurement team. Working sessions for this officer and various members of the procurement team have already started so that opportunities to increase local spend can be identified and actions for both teams can be defined in line with Procurement regulations and the Councils Standing Orders for Contracts.

3.6 Actions completed to date and actions in progress taken against the objectives in the Local Procurement Policy are shown in Appendix 1.

3.7 The Councils Procurement Journey Route 0 guidance currently has no guidance for staff in terms of involving local suppliers. For spend under £10,000 employees with the relevant approval limit are authorised to procure through the purchase to pay system without the involvement of Procurement. A report to Leadership Panel on 1 March 2022 proposed that this guidance is updated to state that staff must consider if their requirement can be met via local suppliers within South Ayrshire where possible and to contact the Procurement team for assistance in matching suppliers to their requirements.

3.8 The Councils Procurement Journey Route 1 guidance currently states that for all Procurement exercises between the value of £10,000 and £49,999 6 suppliers should be invited to bid where possible. Where available, 3 of these suppliers are to be located in Ayrshire. The Local Procurement Policy Statement has proposed that 'local' means where possible, and in accordance with Procurement legislation, South Ayrshire. A report to Leadership Panel on 1st March 2022 proposed to update the Procurement Journey route 1 guidance to say that **at least** 1 supplier out of 6 should be located within the South Ayrshire region wherever possible. Therefore, when procuring using Route 1 identifying bidders should follow the guidance below.

3.9 A list of suppliers who are invited to quote should include:

- At least one supplier who is located in South Ayrshire;
- Two suppliers located elsewhere within Ayrshire ;
- The current incumbent supplier to the Council;
- One supplier who is not a current supplier of the requirement to South Ayrshire Council; and
- One other supplier at the discretion of the Quick Quote owner.

3.10 This change will be reflected in the Guidance appearing on The Core and communicated via the communications team and reiterated at Procurement meetings with each service.

4. Proposals

4.1 The Procurement team will work with the Supplier Development Programme to host events and training with the purpose of upskilling local suppliers in aspects of Procurement and the tendering process. The courses are free of charge and can be hosted remotely or in person if restrictions permit. Some examples of courses are:

- Talking Tenders - Potential tender opportunities in the pipeline;

- Using Public Contracts Scotland (PCS) - How to Find and Bid for Opportunities;

- Planning Your Bid – Time and Resources; and

- How to Write Outstanding Tenders - The Invitation to Tender (ITT) Stage.

4.2 The Procurement team will assess the food provision requirements across the Council and form a strategy to build a South Ayrshire solution to increasing local food spend and thereby involve as many local food suppliers as possible.

4.3 Internal discussions have already begun in terms of requirements and options. The procurement team will work along with the Supplier Development Programme to host a virtual event in April 2022 (date TBC) for discussion with potential local suppliers followed by the aforementioned training courses for local bidders.

4.4 The expected timescales to establish a multi provider framework, following completion of a comprehensive specification of requirements, can take up to 3 months depending on expressions of interest and local availability. The proposal is to have this full exercise completed by Q3 2022 (Jul – Sep).

4.5 The Procurement team along with the aligned CWB officer will attend Scotland's 13th Annual Meet the Buyer national event, which will be held as a live virtual event on 15 June 2022. Local suppliers will be encouraged to attend this event where possible to not only meet with the Ayrshire authorities but to meet colleagues from Scotland Excel. Working in conjunction with the Procurement team, Scotland Excel will be giving guidance on onboarding local suppliers to national frameworks so that further South Ayrshire spend and national spend can be accessed.

4.6 This year, the Council will focus on our work with supported businesses. It is proposed that the Procurement Team along with the Community Wealth Building officer analyse the current spend profile and communicate further opportunities where supported businesses can provide a service to the Council.

4.7 Due to the aforementioned changes in staff in both Procurement and Economy and Regeneration, the series of internal staff engagement events originally proposed in 2021/22 will need to be rescheduled for 2022. The purpose of these events will be to ensure that employees understand how to make use of the Policy Statement and feel committed to contribute to organisational success. The Community Wealth building team along with members of the Procurement team have scheduled a workshop on the Procurement pillar of Community Wealth Building in February 2022. It is proposed to start scheduling engagement events after February 2022 and update staff on the proposals of this paper.

5. Legal and Procurement Implications

5.1 The recommendations in this report are consistent with legal requirements and reflect appropriate advice.

5.2 The recommendations in this report are consistent with procurement requirements and reflect appropriate advice.

6.   Financial Implications

6.1   There are no direct financial consequences arising from this report, however, Members are asked to be aware that, when procuring contracts with a focus on local suppliers, overall best value will be considered as opposed to price alone. Other benefits and criteria will be taken into consideration. Therefore, there is potential for additional costs for services to meet from existing budgets when procuring locally.

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 will have a negative impact on the achievement of the following strategic objective within the Council Plan 4.4: We will support local businesses to develop and grow.

9.   Equalities

9.1   The proposals in this report have been assessed through the Equality Impact Assessment Scoping process. There are no significant potential positive or negative equality impacts of agreeing the recommendations and therefore an Equalities Impact Assessment is not required. A copy of the Equalities Scoping Assessment is attached as Appendix 2.

10.   Sustainable Development Implications

10.1   ***Considering Strategic Environmental Assessment (SEA)*** - The Scottish Government Gateway has been contacted regarding this plan, policy, programme or strategy, and it has been determined that an SEA will not be pursued, and the implications for the environment will not continue to be monitored.

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 Commitment 4 of the Council Plan: South Ayrshire Works/ Make the most of the local economy.

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 Brian McGinley, Portfolio Holder for Resources and Performance, and the contents of this report reflect any feedback provided.

Background Papers   **Report to Special Leadership Panel of 1 March 2022 – [Local Procurement Policy Statement - Update](#)**

Report to Leadership Panel of 16 March 2021 – [Local Procurement Policy Statement](#)

Person to Contact   **David Alexander - Service Lead - Procurement**
County Buildings, Wellington Square, Ayr KA7 1DR
Phone 01292 612959
Email david.alexander3@south-ayrshire.gov.uk

Date: 18 March 2022

Local Procurement Policy Statement Action Plan

Statement Objective	Action	Status
Buy Local		
• We will ensure our teams are appropriately trained on local sourcing regulations	Scheduling of internal engagement events after February 2022 to update staff on this policy.	In Progress pending approval
• Where possible, and in accordance with procurement legislation, we will purchase locally	Updated Route 0 and Route 1 guidance to include local SME's wherever possible.	In Progress pending approval
• Through early consideration and engagement, contracts of all values will be actively promoted to local businesses.	Local businesses will be considered by default for Quick Quotes. Early engagement with local suppliers through Community Wealth Building team and Supplier Development Programme will be prioritised for larger value contracts.	In Progress pending approval
Work with local businesses		
• Working with our local and national bodies such as the Supplier Development Programme, we will provide support to local businesses to ensure they are prepared to bid for public sector contracts	The promotion of Supplier Development Programme is included in unsuccessful letters to tenderers.

Local providers are identified via the contract strategy, Grow Local database and highlighted to the Economy and Regeneration team for potential opportunity

Tender opportunities that are published are highlighted to Economy and Regeneration team for promotion to local businesses | Ongoing and include as part of the tender process

Ongoing and include as part of the tender process

Ongoing and include as part of the tender process |
| • We will work with suppliers to make sure they are aware of national opportunities to join Framework Agreements and Dynamic Purchasing Systems | Introductions will be made to Scotland Excel for local suppliers to apply for national frameworks as and when they are available or how to join if they wish to be part of a Dynamic Purchasing System.

Local suppliers will be encouraged to attend this year's national Meet The Buyer event for Scotland with some of the national framework suppliers in attendance. | Ongoing as and when national frameworks are due for renewal |
| • We will prioritise support to businesses based in South Ayrshire | Council spend will be analysed based on 19/20 and 20/21 figures to see where opportunities exist for increasing our spend with South Ayrshire businesses. Opportunities for supplier training and support will be identified through working with the Community Wealth Building officers and communicated with partners through the Community Wealth Building pan Ayrshire group | In Progress |
| • We will actively promote www.publiccontractsscotland.gov.uk to our local businesses to ensure they are aware of procurement opportunities | Promotion of PCS is included in unsuccessful letters to tenderers.

Local supplier events jointly hosted with SDP will be focused around supplier registration on www.publiccontractsscotland.gov.uk with | Complete now part of standard tender template.

In Progress |

Statement Objective	Action	Status
Buy Local		
	specific instructions on what to expect from a South Ayrshire Tender.	
• We will actively facilitate the involvement of SMEs, third sector bodies and supported businesses in our procurement processes	At least one South Ayrshire supplier will be invited to quote for any requirements under 50K total value. Local businesses will be encouraged to apply for larger value contracts with the assistance of the Supplier Development Team and Community Wealth Building Team.	In Progress pending approval In Progress
Collaboration		
• We will share best practice procurement with others and learn from their challenges and successes	Sharing of best practice and example tender documents is encouraged and there have been various examples of this in 2021 with neighbouring Councils and the NHS.	Ongoing
• We will be active members of the Community Wealth Building Commission and lead on the Procurement workstream to harness the potential of procurement to support economic growth	We are actively participating in the Community Wealth Building Commission with our key partners. Discussions are in progress with our neighbouring authorities to determine a new lead for the Procurement workstream	In progress
• We will manage our contracts effectively and work with others to promote innovation.	Larger value contracts are subject to the Councils Contract and Supplier Management policy and are monitored using various Key Performance Indicators. Between 1 April 2020 and 31 March 2021, Procurement reviewed 124 of the Council's contracted suppliers and held 11 meetings with 11 suppliers. Review meetings are held when suppliers are marked as underperforming against their contractual obligations (e.g. their evaluation score is less than 75%). These meetings with suppliers to discuss performance issues led to successful, remedial action being taken on the issues affecting contractual deliverables.	Ongoing
Social Value		
• Where proportionate, we will go beyond current procurement regulations and include a request for suppliers of contracts over £50,000 to endeavour to provide voluntary community benefits in South Ayrshire	A Community Benefit clause is included in every tender exercise and questions within tender evaluations relating to community benefits are also included with a minimum weighting of 5% Suppliers of contracts under £50,000 are asked as part of their contract to provide voluntary community benefits as part of our Quick Quote process.	Ongoing
• Through our contracts, we will adopt fair working practices for those engaged in delivering public contracts to help create a fairer and a more equal society	A Fair Work First clause included in every tender exercise and questions within tender evaluations relating to Fair Work First are also included with a minimum weighting of 5%	Ongoing

Statement Objective	Action	Status
Buy Local		
• As a Living Wage accredited employer, we will require suppliers to adopt policies which demonstrate how they adopt fair work practices for all workers engaged in delivering the contract.	A Living Wage clause is included in every tender exercise encouraging businesses to adopt a similar approach	Ongoing
Green Recovery		
• Before we procure we will consider how the contract can improve the social, environmental and economic wellbeing of South Ayrshire	A Sustainability clause is included within each tender and tenderers must include a response which is scored within their tender return.	Ongoing
	A community Benefit Clause is included within each tender and tenders must include a response which is scored within their tender return	Ongoing
	These questions improve the economic, social or environmental well-being of South Ayrshire.	
• We will consider the total cost of ownership as part of our procurement decision making processes	When purchasing assets, a whole life costing exercise is conducted for running costs maintenance and the various financing options available for TCO including residual value.	Ongoing
• We will further improve and develop the use of the Sustainable Public Procurement Prioritisation Tool through training opportunities and use of practical guidance to support climate targets, green recovery and the circular economy	The Council requests that Tenderers detail, within their tender submission, how they will commit to Sustainable Pledges and ensure that, throughout the duration of the contract, sustainable benefits can be delivered through the products and services provided	In Progress
• We will make the direct link between our contracts and to the achievement of our targets to a low and net zero carbon Council, such as, electric vehicles, circular economy, renewable energy and energy storage	Sustainability clause included in every tender exercise and sustainability question also included with a minimum weighting of 5%

All tenders now request the following return from suppliers in regard to Net Zero:

"Are there any efforts within the organisation to meet the Scottish Government's target of net zero greenhouse gas emissions by 2045, with a 75% reduction by 2030, 90% by 2040".

This action will be monitored and developed in terms of Procurement through work through the Sustainability and Climate Change group. | Ongoing |
| • Where ethically traded goods or services are available, the Council will work with relevant stakeholders and take a Best Value approach when promoting Fairtrade products and applying fair and | In response to the Scottish Government's 2021 issue of new policy notes on sustainable procurement and fair work practices in February and March (SPPN 01 & 03 - 2021), the Procurement Service arranged several internal workshops, as well as meetings with Sustainable Development colleagues, to develop proposals for updating current and | In Progress |

Statement Objective	Action	Status
Buy Local		
ethically trading principles in procurement activities.	relevant procurement processes and document templates. All SAC tendered procurements do currently include robust, standard contract clauses and award criteria on a bidder's approach to Sustainability and Fair Working Practices. Spend on Fair trade products can be reported on through Scotland Excel for the frameworks that SAC participate in. In 2020/21 SAC spent over £3000 on products identified as fair trade/ethically sourced through our supplier Brake Bros who are part of the Scotland Excel Framework.	

**South Ayrshire Council
Equality Impact Assessment
Scoping Template**

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: Equality Impact Assessment including Fairer Scotland Duty

Further guidance is available here: Assessing impact and the Public Sector Equality Duty: a guide for public authorities (Scotland)

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. See information here: Interim Guidance for Public Bodies in respect of the Duty, was published by the Scottish Government in March 2018.

1. Policy details

Policy Title	Local Procurement Policy Statement – Update 2022
Lead Officer (Name/Position/Email)	David Alexander, Service Lead – Procurement – david.alexander3@south-ayrshire.gov.uk

2. Which communities, groups of people, employees or thematic groups do you think will be, or potentially could be, impacted upon by the implementation of this policy? Please indicate whether these would be positive or negative impacts

Community or Groups of People	Negative Impacts	Positive impacts
Age – men and women, girls & boys	n/a	n/a
Disability	n/a	n/a
Gender Reassignment (Trans/Transgender Identity)	n/a	n/a
Marriage or Civil Partnership	n/a	n/a
Pregnancy and Maternity	n/a	n/a
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	n/a	n/a
Religion or Belief (including lack of belief)	n/a	n/a
Sex – gender identity (issues specific to women & men or girls & boys)	n/a	n/a
Sexual Orientation – person's sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	n/a	n/a
Thematic Groups: Health, Human Rights & Children's Rights	n/a	n/a

3. What likely impact will this policy have on people experiencing different kinds of social disadvantage? (Fairer Scotland Duty). Consideration must be given particularly to children and families.

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	-	-
Low and/or no wealth – enough money to meet Basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	-	-
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies	-	-
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	-	-
Socio-economic Background – social class i.e. parent's education, employment and income	-	-

4. Do you have evidence or reason to believe that the policy will support the Council to:

General Duty and other Equality Themes Consider the 'Three Key Needs' of the Equality Duty	Level of Negative and/or Positive Impact (High, Medium or Low)
Eliminate unlawful discrimination, harassment and victimisation	Low impact
Advance equality of opportunity between people who share a protected characteristic and those who do not	Low impact
Foster good relations between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Low impact
Increase participation of particular communities or groups in public life	Low impact
Improve the health and wellbeing of particular communities or groups	Low impact
Promote the human rights of particular communities or groups	Low impact
Tackle deprivation faced by particular communities or groups	Low impact

5. Summary Assessment

Is a full Equality Impact Assessment required? (A full Equality Impact Assessment must be carried out if impacts identified as **Medium and/or High**)	~~YES~~ NO
Rationale for decision: **The report does not propose any changes to policy and will have low equality impact**	

Signed : David Alexander   **Service Lead**

Date: 11 February 2022

South Ayrshire Council

**Report by Assistant Director - People
to Service and Performance Panel
of 29 March 2022**

Subject: Planning Performance Framework 2020-2021

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1.   Purpose

1.1   The purpose of this report is to set out the Council's performance against the National Planning Performance Framework for 2020-21 (Appendix 1) and the Scottish Government's feedback to this (Appendix 2).

2.   Recommendation

2.1   It is recommended that the Panel considers the contents of South Ayrshire Council's 2020-21 Planning Performance Framework Report (Appendix 1) and the feedback from the Scottish Government provided within Appendix 2.

3.   Background

3.1   In 2012, the Scottish Government introduced a requirement for Councils to annually submit performance reports on their Planning Services to the Scottish Ministers for their consideration.

3.2   The performance reports are submitted through the Planning Performance Framework (PPF) which was developed by Heads of Planning Scotland in conjunction with Scottish Government. The Framework involves a mix of qualitative and quantitative measures to provide a toolkit of indicators for a balanced measurement of the overall quality of the Planning Service whilst contributing towards driving a culture of continuous improvement. It does not measure or reflect works in relation to historic and natural environment conservation, tree preservation and protection, the Ayrshire Regional Spatial Strategy and outdoor public access.

3.3   Scottish Government provides feedback on the PPF reports and this is focussed around 15 Performance Markers with red, amber, and green ratings given based on the evidence provided within the PPF report.

3.4   The PPF reports require to be submitted annually by 31 July and although the Scottish Government did acknowledge the challenges of producing the PPF reports in the previous two years during the height of the pandemic, the submission date for 2021 was unchanged.

4/

4.   Proposals

4.1   The Scottish Government's feedback was received in November 2021 and is contained in Appendix 2 of this report. Table 1 provides an overview of performance against key markers over a nine-year period. Last year's performance has dipped in certain areas compared to previous years, although some of the Government's feedback does not reflect improvements already actioned by the Council and acknowledged by the Government. Consequently, there are aspects of the feedback report which are inaccurate, and this is highlighted where necessary below.

4.2   Of the 15 indicators to be reported against, only 13 were applicable to the Council at the time of writing and of these, 8 have been given a green rating by Scottish Government. Some key highlights, detailed in table 3, are that:

- the timescales for decision-making for all types of development last year is faster than the Scottish average but was slower than the year before;

- processing agreements were encouraged for all major planning applications;

- South Ayrshire Council offer a pre-application service through the website and the priority projects team;

- the timescales for determining applications subject to a legal agreement were faster than the Scottish average;

- the enforcement charter was up-to-date; and

- we have demonstrated corporate working and alignment with the Council's vision.

4.3   One indicator has been marked as red due to the age of the Local Development Plan. Significant progress has been made in relation to the Modified Proposed Local Development Plan 2 which will be presented to the Council for adoption on 10 March 2022.

4.4   Four indicators were marked as amber in response. These relate to:

- incomplete improvement commitments;

- out of date Local Development Plan;

- developer contributions guidance still awaiting adoption; and

- It was not clear within the report if developer contributions are discussed during pre-application engagement.

4.5   As can be seen from Appendix 2, progress is being made on a number of fronts and will be reflected in this year's submission. Several factors had an impact on Service delivery in 2020-2021 including staff vacancies at officer and Service Lead level. A new Service Lead is now in post and other vacancies have or are being addressed.

4.6   A Service Plan has been prepared and sets out key areas of work for 2022 and these will be reflected in this year's PPF report together with progress made in relation to any outstanding issues.

5. Legal and Procurement Implications

5.1   There are no legal issues arising from this report

5.2   There are no procurement issues arising from this report.

6. Financial Implications

6.1   Not applicable.

7. Human Resources Implications

7.1   Not applicable.

8. Risk

8.1   *Risk Implications of Adopting the Recommendations*

       8.1.1   There are no risks associated with adopting the recommendations.

8.2   *Risk Implications of Rejecting the Recommendations*

       8.2.1   There are no risks associated with the rejection of the recommendations.

9. Equalities

9.1   The proposals in this report have not been assessed through the Equality Impact Assessment Scoping process. There are no significant potential positive or negative equality impacts of agreeing the recommendations and therefore an Equalities Impact Assessment is not required. A copy of the Equalities Scoping Assessment is attached as Appendix 3.

10. Sustainable Development Implications

10.1   *Considering Strategic Environmental Assessment (SEA)* - This report does not seek recommendations that would require a Strategic Environmental Assessment.

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 Commitment 4 of the Council Plan: South Ayrshire Works/ Make the most of the local economy.

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 Ian Cochrane, Portfolio Holder for Environment, and the contents of this report reflect any feedback provided.

Background Papers   Planning Performance Framework Feedback 2020-21

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Date: **18 March 2022**

**South Ayrshire
Planning Performance
Framework
2020 - 2021**

Contents

Introduction

This is South Ayrshire's tenth Planning Performance Framework and it provides an opportunity to report on how the Service has performed, what areas of work it has contributed to and led and identifies Service improvements for 2021/22.

The Council Plan 2018-22 sets out the Council's vision with a focus on "Our People, Our Place". It details high level objectives and outcomes we want to achieve for our people and places by 2022.

The work of the Planning Service is key in the delivery of the Council's vision and the ongoing recovery process. As we move forward we will continue to embrace new ways of working, learn from good practice, work strategically and collaboratively and create opportunities to influence, grow and make a difference.

There has been a high level of performance in the last 12 months across all teams in spite of vacant posts, a restructure, recent change in Service Lead, office move and a pandemic.

We have made progress with all of our Service improvements for this year and whilst the content of this year's Planning Performance Framework has again been impacted upon by the COVID-19 pandemic and resourcing issues, its simplified nature aims to convey key performance information and areas of improvement and outcomes for the coming year.

The challenging times have highlighted the knowledge, commitment and versatility of the Planning Service and the determination to deliver a high performing and quality Service to the residents of South Ayrshire.

Development Planning

Indicative Ayrshire Regional Spatial Strategy

The Planning Service led the preparation of an Indicative Ayrshire Regional Spatial Strategy (iARSS), working collaboratively with colleagues in East and North Ayrshire Councils, through virtual meetings during the pandemic. The various decision-making bodies of the 3 Councils, together with the Ayrshire Regional Economic Partnership, approved the iARSS at various times during September 2020. Approval of the iARSS enabled submission of the document to the Scottish Government by the end of September, in order to influence NPF4. We presented the iARSS to the Government and other RSS groupings, by means of a video, in the course of a virtual Show and Tell event, convened by the Government, on 2 October. Since then, we have been consulting with neighbouring RSS groupings, to identify any strategic developments in their area that should be referred to in an amended indicative ARSS.

Local Development Plan

During the Pandemic, the Planning Service also progressed work on the second South Ayrshire Local Development Plan. Following the decision of the Council on 24th March 2020 to make a set of Notifiable Modifications to the Proposed South Ayrshire local Development Plan, the modified text and graphic material was prepared and published for public consultation on 1st July 2020 on the Council's website.

Consultation on the Modified Local Development Plan2 (MPLDP2) took place from 1st July to 14th August 2020. In compliance with Scottish Government Guidance on consultation during the Covid lockdown, all interested parties were contacted directly by letter or email. Contacts included neighbouring authorities, key agencies and Scottish Ministers. Notices were placed in local press, and on the Council's 'have your say' consultation web-page as well as the Planning Service web-page. Notifications were also made via the Council's social media outlets. Update briefings were issued to the dedicated Local Development Plan Board (of specific Council Members), as well as to all elected Members so as to alert them of the LDP progress and to advise them of consultation procedures and protocol.

In response to the consultation, some 98 representations were received from 35 individual respondents. These comments, together with a recommended Council response to them were reported to a meeting of the Council held on 1st September 2020,

where it was agreed that no further Notifiable Modifications would be made.

Following the decision of the Council on 1st September 2020, all unresolved consultation representations submitted at Proposed Plan and Modified Proposed Plan stage have been grouped together into a series of issues for consideration at DPEA Examination. Documentation for submission to DPEA has been completed, including the preparation of the necessary detailed schedule 4 statements, compilation of Authority and respondents Core Documents, the proposed Action Programme, Strategic Environmental Assessment and Habitats Regulations Appraisal. All of these documents were submitted to the Scottish Government, together with the formal request for DPEA Examination in December 2020. The council's Planning web page has been kept up to date throughout this submission process to advise interested parties of progress and provide Planning Officer contact details.

Subsequent to the Submission of MPLDP2 to the DPEA for Examination, three Informal Further Information Request have been completed and the formal Examination has now commenced. It is anticipated and hoped that the Examination will be concluded and Plan adopted during 2021.

Effective land supply and Delivery of Outputs

Within South Ayrshire, land is available for 7,795 housing units (the Established Land Supply), and there is a programmed effective 5-year housing land supply of 2696 units, equivalent to 5.3 years' supply. Planning permissions were issued for 386 housing units in the reporting year. As in previous years, there were no significant additions to the employment land supply and take up of land remained low, at 0.93 hectares. From the survey of employment land, the area of marketable employment land in South Ayrshire is estimated at 105.4 hectares. No significant business related development on new sites was undertaken in the previous year.

Development Management

The local development team is tasked with the processing of local planning applications, applications for listed building, conservation area, advertisement and other consents and certificates. The team also prepares responses to pre application enquiries. Prior to the Service review it comprised 1 Coordinator, 2 Supervisory Planners, 2 planning officers and 2 planning assistants.

Over the 2020/21 reporting period the team considered 703 local applications and applications for amongst other things listed building and advertisement consent.
The increased volume of planning applications received in the period following the emergence from the Covid lockdown placed a considerable burden on the Service. Working practices were adapted to help manage the workload including re allocation of staff resources, the filtering of telephone access to officers by the administrative support team and updates on Service delivery and the impact of the pandemic placed online and on planning application communication.
These actions together with the focussed and hard work of the teams has ensured that performance has remained high.

Priority Projects

The Priority Projects Team is tasked with 3 main areas of work; dealing with all applications for national, major and energy consent development, all planning enforcement and compliance matters and also with providing planning advice to the Council's Local Review Body. Prior to the Service review it comprised a Planning Co-ordinator, 2 Supervisory Planners, a Compliance Supervisor and an Enforcement Officer.

The total application fee income from all applications for major development and energy consent consultations for which decisions were issued in the reporting year was £451,450.00 which was an increase of £299,051.00 from the last reporting year. This illustrates the fluctuations that there can be in fee income. The fees received for formal pre-application advice on major development and energy consents which was issued in the reporting year was £13,000.00 which was slightly more than the previous reporting year (£10,300.00).

Major developments and energy consents

Over the 2020/21 reporting year the Priority Projects Team considered 11 major development applications for planning permission and planning permission in principle. These applications were for a wide range of development types including; residential development (3), Quarry (1), Athletics complex (1), large scale warehousing (1), retail development (2), Educational campuses (2) and Commercial leisure (1). Of the 11 major applications that were considered and determined by the Council all but one were approved (91%). The one application that was refused was significantly contrary to the development plan and considered by Full Council. It is notable that the decision of the Council was not subject to appeal.

In addition to these 11 applications, one application for approval of matters specified in conditions for a major residential development was approved at Regulatory Panel. A second major application for approval of matters specified in conditions for a residential development was withdrawn during the reporting year as material amendments were required.

The Team also responded to three Section 36 windfarm consultations in the Reporting year, one of which was in the form of a formal objection. These consultations are generally large scale and complex and presented a particular challenge this year due to Covid-19 restrictions, home-working, the large volume of work and staff absence through illness. The

applicant was the same in all 3 cases and would not allow the Council additional time to respond to these consultations which resulted in significant additional pressure on staff. Despite these challenges all consultation responses were issued within the initially agreed timeframe. Notably the fees received by the Council for these 3 consultations was £116,500.00 which was approximately £100,000.00 more than both preceding years.

Processing Agreements

All applications for major development and energy consents considered and determined by the Priority Projects Team were the subject of processing agreements and all timescales were achieved. The processing agreement continues to be used as a valuable project management tool which is strongly advocated by the Team in order to be very clear regarding; information requirements, consultee input, key dates, the timeline to determination and post decision arrangements and timescales. Processing Agreement Guidance and Template is available to view online alongside all other information relating to the planning application process. The use of the processing agreement together with the Council's Major Development Tracker ensures that all major development is carefully managed and tracked through the application and post determination process.

Legacy Cases

The new definition of 'legacy' cases is where an application is more than one year old. South Ayrshire Council deals with a relatively large number of major developments which are likely to involve complex submissions, potentially EIA and addendums and legal agreements to be concluded regarding matters such as affordable housing and development contributions. All of these factors can cause delay to processing, assessment, determination and the issuing of a decision notice. Consequently the timescale associated with such applications will quickly move in to the new definition of 'legacy'. In the 2020/21 reporting year, of the 11 decisions issued, only one was for a legacy case. The one legacy case decision was for a quarry application that was particularly large scale and complex with the requirement for extensive negotiations and the timeframe for determination was managed through the use of a processing agreement. The Council has to date adopted a very focussed project management approach to the consideration of major development applications and has been monitoring caseload carefully to ensure that the necessary action is taken to keep applications moving.

Pre-application Consultation

The number of formal Proposal of Application Notices received in the Reporting year was 7 which is broadly consistent with recent years. These were for large residential development (4), energy related (2) and a mixed retail / residential proposal (1). The Priority Projects Team encourages pre-application engagement for major developments and energy consents and operates this through a formal pre-application process for which there is a fee. In the reporting year the maximum fee chargeable was 20% of the forthcoming application fee subject to a ceiling of £1000 for mainstream applications and £5000 for S36 proposals.

11 pre-application enquiries were dealt with by the Priority Projects Team in the reporting year for a wide range of major and energy consent developments including; wind energy and battery storage (4), residential and affordable housing (5), Leisure (1) and Office development (1). The total fee income from these pre-application enquiries was £13,000.00 which was up from £10,300.00 received in the previous reporting year. While this is a reasonable sum it does not adequately cover the staff resource that such pre-applications involve.

Advice to Local Review Body

The Planning Co-ordinator within the Priority Projects Team has continued to act in the role of Planning Adviser to the Local Review Body. In the 2020/21 reporting year 19 cases were heard and this represents a reduced number over previous years due to the Covid-19 pandemic and means that a backlog of cases has developed. Of these 19 cases, 17 cases were determined (89.5%), 2 remain continued for site visit (10.5%), 7 were overturned (36.8%) and 10 refused (52.6%).

The rate of overturn in the previous 4 reporting years was 14 cases (70%) in 2016/17, 11 Cases (44%) in 2017/18, 16 cases (52%) in 2018/19 and 16 cases (55%) in 2019/20. The Planning service would like to see the number of cases and rate of overturn reducing. The restructuring of the Planning Service in the summer of 2021 sees the responsibility for providing planning advice to the LRB move to the new 'Strategy' Team but it is the intention of the Service to continue to monitor and hopefully reduce overturns over time with further member training and reviewing delegated procedures

Receiving and checking new cases and providing planning advice to the LRB has been a significant draw on the resources of the Priority Projects Team and the Planning Service.

In accordance with our aim of continuous improvement, the Council will continue to review the LRB processes and decision making in an attempt to establish if there are any patterns that point to a need for a review of; professional advice, procedure, policy and guidance, delegated decision-making or member training.

Enforcement

The number of cases investigated by the enforcement team was 387. Of those, 187 were taken up (founded) with 179 of the taken up (founded) cases being resolved. The number of Enforcement Notices served was 6 which is at a similar level to the last 3 years.

Successful outcomes this year have included;

- The benefits of the positive and persistent approach of the enforcement team was the resolution of a breach on the development of two semi-detached dwellinghouses which resulted in the cessation of works, on a sensitive site covered by a tree preservation order. The approved development comprised the conversion of an existing redundant building (former cottages) where the developer proceeded to demolish the existing structure and progressed new build on the site for the erection of 2 new semi-detached dwellinghouses. The outcome of a positive process of negotiation and action by the Enforcement Team, along with partner Council Services, was the successful cessation of the works. A new application for planning permission has since been lodged for due consideration.

- The enforcement team members have continued communication with the Scottish Planning Enforcement Forum showing collaborative working together with other Planning Authorities and agencies, sharing expertise and to continue to provide a high quality service.

The Council's Enforcement Charter was reviewed and updated in February last year thus ensuring that it continues to be a particularly useful document for the Enforcement Team and members of the public alike, as it sets out for South Ayrshire how the enforcement process works, how complaints are investigated and the appeal process.

The Charter also outlines how the Council will carry out pro-active enforcement, as opposed to simply being reactive. The Enforcement Team continue to undertake spot checks of Notifications of Initiation of Development and Certificates of Completion of Development and to record this 'pro-active' component of the Enforcement Service.

Part 2

9

Adaptation to restrictions imposed by Covid-19 pandemic

In March 2020 at the onset of the Covid pandemic, the switch to homeworking was swift and limited advance planning was possible. The Planning Service had to adapt quickly, from being entirely office based to becoming fully agile.

The teams quickly relocated office furniture (chairs, desks and monitors) to their home offices and the transition was virtually seamless. In fact, the potential for remote meetings to discuss projects and pre-applications was quickly recognised as a very effective and efficient way of dealing with work.

The removal of antiquated ways of working and the introduction of new procedures and protocols have enabled business continuity and created significant benefits in terms of time management, cost savings and communication. New working practices were put in place by our Administrative support team which enabled use of 3rd party providers for the issuing of neighbour notifications, site notices were put in place by applicants/ agents and remote site inspections were utilised.

When possible the teams still managed to meet up physically in the open air to maintain good team spirits. Although pro-active and positive engagement with applicants and developers has been a consistent thread in the teams working over the years, this was clearly highly useful in maintaining effective communication with applicants and agents to ensure timescales were appropriately managed and they had the reassurance that the planning system was still operating effectively.

A significant early step for the Service was to hold a Regulatory Panel in order to consider and decide 3 major planning applications. That Regulatory Panel was the first requirement for officers and Members to attend remotely and present remotely on applications from home. We very quickly moved to the use of Skype meetings and colleagues using their own hardware prior to laptops etc being rolled out.

In terms of the planning enforcement function in particular, this has continued largely as normal through lockdown, also with enhanced communication with enquirers. In particular we have sought a higher standard of information on potential breaches with, for example, the submission of photographic evidence to assist with establishing the nature of any works carried out and whether or not a breach may have occurred. We have also embraced fully the advice issued by the Chief Planner regarding flexibility in terms of progressing enforcement and this has not generated the negative feedback that may have been expected.

Significant progress was made in terms of Local Development Plan preparation with the Modified Proposed Plan prepared and consulted upon through the use of a Story mapping online consultation. This was highly successful and the Proposed Plan was subsequently approved by Council and submitted for Examination in December 2020.

All in all, the Service has performed to an exceptionally high standard throughout the pandemic.

We have moved to an agile Service model which is underpinned by e development and new, more efficient working practices which provide greater flexibility and cost saving. All staff are IT equipped and now only require intermittent access to office space and the Service has greater resilience as a consequence.

Collaborative working

As a Service we have undertaken significant collaborative working in relation to the ongoing preparation of the Proposed Local Development Plan 2 and as lead authority for the preparation of the indicative Ayrshire Regional Spatial Strategy in partnership with East and North Ayrshire Councils.

We undertook engagement with elected Members holding 1 Local Development Plan Board in advance of the Modified Proposed Local Development Plan 2 being reported to full Council. Remote working has however made continued communication with Members on various topics possible and a programme of future engagement is being established.

We have provided support to other Council Services in the delivery of the Council's Capital Programme. Examples of project delivery include Prestwick Educational Campus, Maybole Community Campus, early years expansion projects, Craigie Sporting Facility, affordable housing projects at Prestwick Main Street, Fort Street and Waggon Road and Riverside Public Events Space. In addition, planning advice and policy support was provided in relation to ongoing project development work associated with the Ayrshire Growth Deal.

Our work supported the local economy through the approval of a number of significant planning applications including affordable housing at Dundonald, business expansion at Wm Grants distillery and the expansion of Barbae and Hillhouse quarries.

The Service negotiated development contributions in excess of £1.8m which contributed towards the provision of active travel, green infrastructure and play facilities amongst other things and negotiated a range of planning restoration bonds for applications relating to a range of planning consents including quarries and renewable energy projects.

The Council is a key stakeholder in the Prestwick Strategic Drainage Project and Planning alongside Scottish Water, Ayrshire Roads Alliance, the community and political representatives is contributing to the development of proposals to help alleviate flooding within the local area.

The Council through Planning and Building Standards has also taken on a leading role in working with other transportation and historic environment stakeholders in relation to the former Station Hotel in Ayr. The building, which is in private ownership, is listed and in a dangerous condition and the stakeholders are working together to consider future options for the building whilst ensuring public safety and the future operation of the rail line.

Craigie Sporting Facility

Natural Environment Webpage

Work on the preparation of a Natural Environment webpage is at an advanced stage. Taking the form of a Story Map (which allows for ease of use and increased interaction from users), the intention of the page is to identify and increase awareness of the natural environment assets that can be found within South Ayrshire, and outline the Council's role and responsibilities regarding the protection, preservation and, where applicable, enhancement of these assets under relevant legislation. This webpage will serve as a landing page to allow the general public to learn about topics of interest, and links will be embedded within the Story Map to allow for users to further pursue their interests on external websites should this be desired.
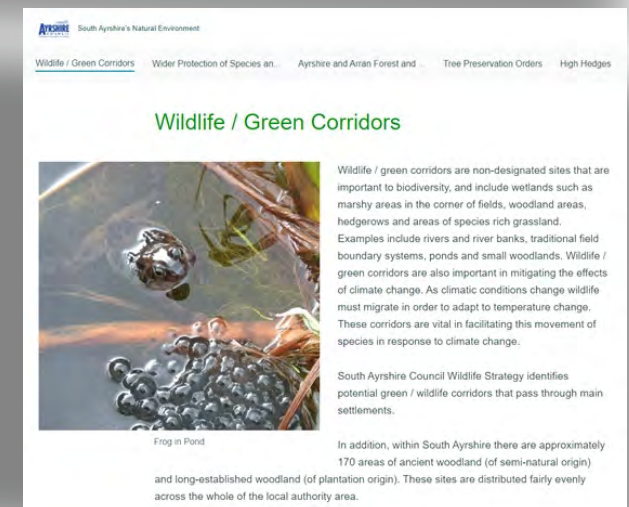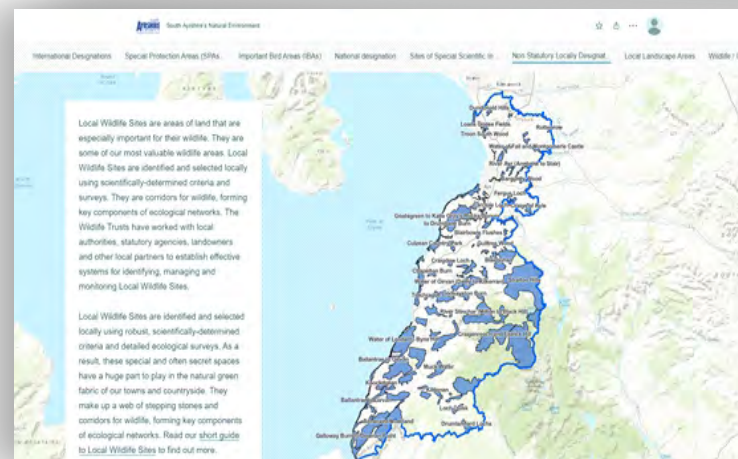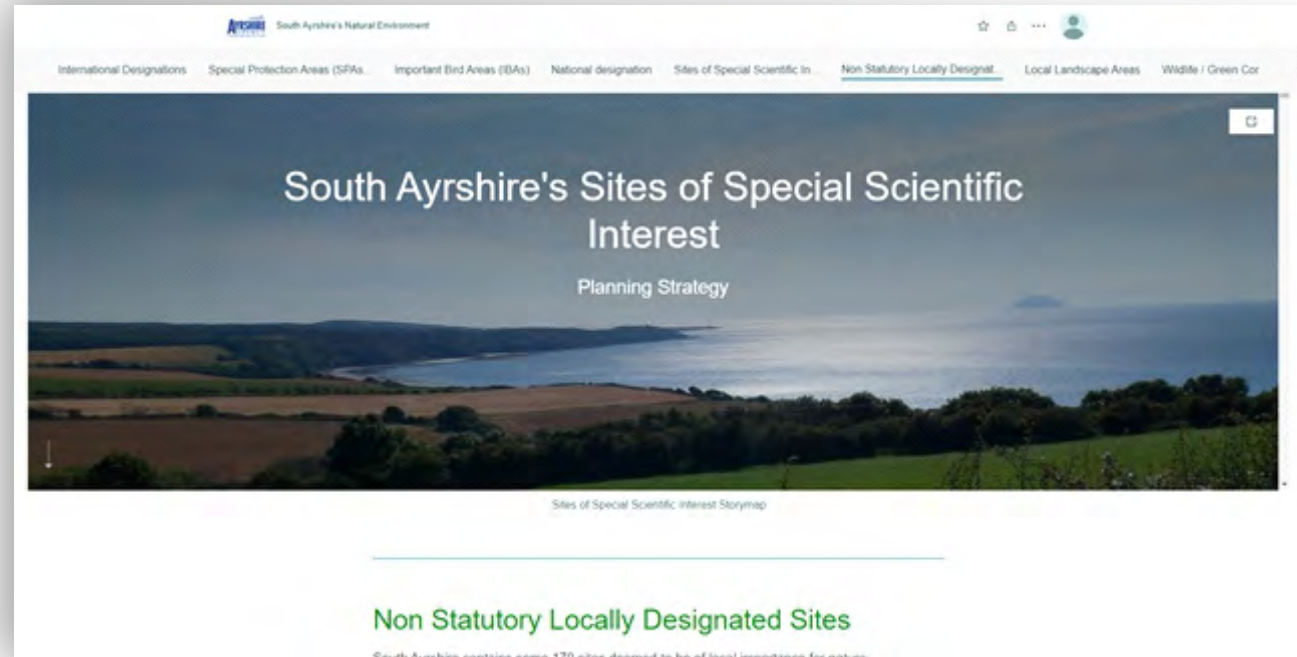
Part 3: Service Improvements

Committed improvements and actions 2020-21

Whilst good progress and performance can be seen throughout the year, vacant posts within the structure, the impact of the pandemic and the implementation of a Service review have impacted on the Service's ability to fully implement its actions.

1	Consider our procedures for the handling and reporting of Planning Applications and provision of information to the Regulatory Panel.	No Early work has started in relation to this including engagement with key elected Members. It was decided however that the work be postponed to allow substantial input from the new Place Planning Coordinator who will take up post in October 2021.
2	Undertake a Planning Service review.	Yes During the PPF review period a 4th tier restructure was agreed by the Council and will see the creation of a new Business Development team to support Planning and Building Standards. 3 Planning Coordinator posts were deleted and 2 new posts created- Coordinator (Planning Strategy) and Coordinator (Place Planning). These posts will be filled during 2021. In addition, further vacant posts have been reviewed and will be filled during 2021.
3	Submission of PLDP2 to Examination.	Yes The Modified Proposed Local Development Plan 2 was submitted to Ministers for Examination in December 2020. This was a significant achievement following the consultation on modifications, completion of schedule 4's and approval by Council during the pandemic. It is anticipated that the Plan will be adopted during 2021.
4	Lead the preparation of the Indicative Regional Spatial Strategy.	Yes The Planning Service led the preparation of an Indicative Ayrshire Regional Spatial Strategy (iARSS), working collaboratively with colleagues in East and North Ayrshire Councils, through virtual meetings during the pandemic.

Committed improvements and actions 2021-2022

	SERVICE IMPROVEMENTS 2021-22
1	Adoption of the Modified Proposed Local Development Plan 2
2	Lead the preparation of the Indicative Ayrshire Regional Spatial Strategy
3	Finalise the implementation of the planning and Building Standards Service review
4	Consider our procedures for the handling and reporting of Planning Applications and provision of information to the Regulatory Panel
5	Prepare guidance and internal handling procedures for development contributions and planning bonds

Part 4: National Headline Indicators

Effective Land Supply and Delivery of Outputs	2020	2019
Established housing land supply	7,795 units HLA Year: 2020 draft	7,676 units HLA Year: 2019 final
5-year effective housing land supply programming	2,696 units HLA Year: 2020 draft	2,859 units HLA Year: 2019 final
5-year effective land supply total capacity	2,696 units HLA Year: 2020 draft	2,859 units HLA Year: 2019 Final
5-year housing supply target	2545 units	2545 units
5-year effective housing land supply (to one decimal place)	5.3year Draft HLA 2020	5.6 years HLA Year: 2019
Housing approvals		386units
Housing completions over the last 5 years	1,209units (2016-21)	1,363units (2015-20)
Marketable employment land supply	105.4 ha	88.4 ha
Employment land take-up during reporting year	0.93ha	

A: NHI Key outcomes- Development Planning:

Local and Strategic Development Planning:	2020-21	2019-20
Age of local/strategic development plan(s) at end of reporting period

Requirement: less than 5 years | LDP1- 6 years and 9months
TCRLDP- 4years and 3 months | LDP1 – 5 years and 6 months.
TCRLDP – 2 years and 11 months. |
| Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme? | LDP1 -No
TCRLDP- Yes | LDP1 – No (15 months later)
TCRLDP - Yes |
| Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year? | No | Yes |
| Were development plan scheme engagement/consultation commitments met during the year? | No | No. Public consultation on the Proposed Replacement South Ayrshire Local Development Plan concluded 2 weeks later than estimated in the 2019 DPS. This was due to political and resourcing reasons. |

B: NHI Key outcomes – Development Management

Project Planning	2020-21	2019-20
Percentage and number of applications subject to pre-application advice	13.7% (98)	7.2 % (54)
Percentage and number of major applications subject to processing agreement	100% (11)	85.7 % (6)
Decision Making		
Application approval rate	92.2%	91.1 %
Delegation rate	97.3%	96.7 %
Validation	52.9%	73.7 %
Decision-making Timescales		
Major Developments	N/A	7 weeks
Local developments (non-householder)	8.5 weeks	6.8 weeks
Householder developments	7.4 weeks	6.5 weeks
Legacy Cases		
Number cleared during reporting period	1	2
Number remaining	0	3

C: Enforcement activity

	2020-21	2019-2020
Time since enforcement charter published / reviewed Requirement: review every 2 years	15 months	
Complaints lodged and investigated	99	252
Breaches identified – no further action taken		
Cases closed		
Notices served	5	10
Direct Action		
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

Planning Enforcement Charter 2020

Published April 2020

D: NHI Key outcomes

Commentary
Whilst it is acknowledged that the Local Development Plan has not been replaced within the 5 year period, substantial work has been undertaken this year and the Modified Proposed Plan has now been approved by Members as the Council's settled position and is currently with Scottish Ministers for Examination. The development management teams have performed to a very high standard under challenging circumstances and the high take up of pre application advice and processing agreements has helped in the delivery of this service. There are no legacy cases. The Service continues to develop its collaborative working and will embark on a fuller programme of elected member engagement during 2021/22.

Part 5: Official Statistics

A: Decision-making timescales (based on 'all applications' timescales)

Overall	2020-21	2019-20	2018-19
Major developments	N/A	7 weeks	2 weeks
Local developments (non-householder) Local: less than 2 months Local: more than 2 months	8.5 weeks (73.3%) (26.7%)	7.2 weeks (83.1%) (16.9%)	6.6 weeks (90%) (10%)
Householder developments Local: less than 2 months Local: more than 2 months	7.4 weeks (77.1%) (22.9%)	6.5 weeks (91.8%) (8.2%)	6.8 weeks (93.8%) (6.2%)
Housing Developments			
Major Local housing developments Local: less than 2 months Local: more than 2 months	N/A 9.4 weeks (66.7%) (33.3%)	1 97 (78.4%) (21.6%)	6.9 weeks (88.9%) (11.1%)
Business and Industry			
Major Local business and industry developments Local: less than 2 months Local: more than 2 months	N/A 7.9 weeks (78.9%) (21.1%)	N/A 10 (100%) (0%)	N/A 6.5 weeks (89.2%) (10.8%)
EIA Developments		N/A	N/A
Other Consents • As listed in the guidance(right)	6.3 weeks	211 5.0 weeks	5.1 weeks
Planning/legal agreements • Major: average time • Local: average time	N/A 35.5 weeks	N/A N/A	4 weeks N/A

B: Decision-making: local reviews and appeals

| Type | Total number of decisions | Original decision upheld | | | |
| | | 2020-21 | | 2019-20 | |
	No.	No.	%	No.	%
Local reviews	17	10	58.8	14	61
Appeals to Scottish Ministers	6	4	66.6	10	80

C: Context

Commentary
The Council continues to improve processing times for local developments and all major developments are project managed through the use of processing agreements. The Council continues to monitor appeal and Local Review Body decision making.

Part 6: Workforce Information

South Ayrshire Council Planning Service

	Tier 1 *Chief Executive*	Tier 2 *Director*	Tier 3 *Service Lead*	Tier 4 *Manager*
Service Lead Planning & Building Standards			1	

Staff Age Profile	Headcount
Under 30	1
30-39	4
40-49	5
50 and over	10

RTPI Chartered Staff	Headcount
	14
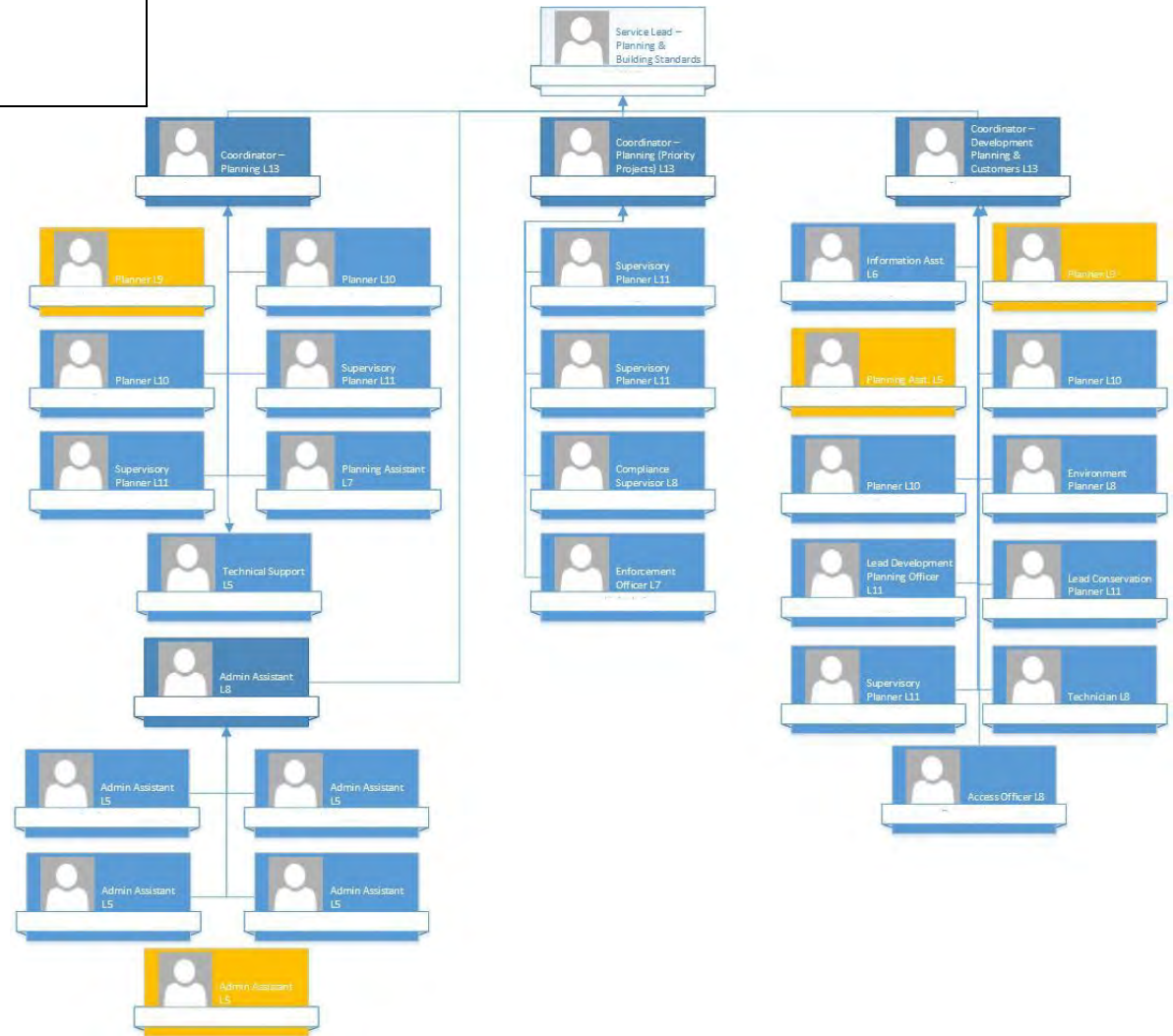
Part 7: Planning Committee Information

Committee & Site Visits	Number per year
Full council meetings	2
Planning committees	9
Area committees	N/A
Committee site visits	0
Local Review Body	11
LRB site visits	0

Planning and Building Standards
County Buildings
Wellington Square
Ayr
South Ayrshire
KA7 1DR

Email:
planning.development@south-ayrshire.gov.uk

This information can be made available, on request, in braille, large print or audio formats and can be translated into a range of languages. Contact details are provided below.

درخواست کرنے پر یہ معلومات نابینا افراد کے لئے ابھرے حروف، بڑے حروف یا آڈیو میں مہیا کی جاسکتی ہے اور اسکا مختلف زبانوں میں ترجمہ بھی کیا جاسکتا ہے۔ رابطہ کی تفصیلات نیچے فراہم کی گئی ہیں۔

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ਇਹ ਜਾਣਕਾਰੀ ਮੰਗ ਤੇ ਬੇਲ, ਵੱਡੇ ਅੱਖਰਾਂ ਅਤੇ ਸਣਨ ਵਾਲੇ ਰਪ ਵਿਚ ਵੀ ਲਈ ਜਾ ਸਕਦੀ ਹੈ, ਅਤੇ ਇਹਦਾ ਤਰਜਮਾ ਹੋਰ ਬੋਲੀਆ ਵਿਚ ਵੀ ਕਰਵਾਇਆ ਜਾ ਸਕਦਾ ਹੈ। ਸੰਪਰਕ ਕਰਨ ਲਈ ਜਾਣਕਾਰੀ ਹੇਠਾ ਦਿੱਤੀ ਗਈ ਹੈ।

Niniejsze informacje mogą zostać udostępnione na życzenie, w alfabecie Braille'a, w druku powiększonym lub w formacie audio oraz mogą zostać przetłumaczone na wiele języków obcych. Dane kontaktowe znajdują się poniżej.

Faodar am fiosrachadh seo fhaighinn, le iarrtas, ann am braille, clò mòr no clàr fuaim agus tha e comasach eadar-theangachadh gu grunn chànanan. Tha fiosrachadh gu h-iosal mu bhith a' cur fios a-steach.

South Ayrshire Council
Contact Centre
0300123 0900

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PERFORMANCE MARKERS REPORT 2020-21

Name of planning authority:	**South Ayrshire Council**

The High Level Group on Performance agreed a set of performance markers. We have assessed your report against those markers to give an indication of priority areas for improvement action. The high level group will monitor and evaluate how the key markers have been reported and the value which they have added.

The Red, Amber, Green ratings are based on the evidence provided within the PPF reports. Where no information or insufficient evidence has been provided, a 'red' marking has been allocated.

No.	Performance Marker	RAG rating	Comments
1	**Decision-making**: continuous reduction of average timescales for all development categories [Q1 - Q4]	Green	**Major Applications** You determined no applications for major developments during the reporting period. **RAG = Green** **Local (Non-Householder) Applications** Your average timescales of 8.5 weeks is slower than the previous year but is faster than the Scottish average of 12.4 weeks. **RAG = Amber** **Householder Applications** Your average timescale of 7.4 weeks is slower than the previous year but is faster than the Scottish average of 8.1 weeks and the statutory timescale . **RAG = Green** **Overall RAG = Green**
2	**Processing agreements**: • offer to all prospective applicants for major development planning applications; and • availability publicised on website	Green	You encourage processing agreements for all major developments and energy consents. **RAG = Green** Information about processing agreements is on your website. **RAG = Green** **Overall RAG = Green**
3	**Early collaboration** with applicants and consultees • availability and promotion of pre-application discussions for all prospective applications; and • clear and proportionate requests for supporting information	Amber	You provide a pre-application advice service which is promoted through the website and the Priority Projects team encourages pre-application engagement for major developments and energy consents. **RAG = Green** Your report does not make any reference to how you ensure requests for supporting information are clear or proportionate. **RAG = Red** **Overall Green = Amber**

4	**Legal agreements**: conclude (or reconsider) applications after resolving to grant permission reducing number of live applications more than 6 months after resolution to grant (from last reporting period)	Green	You determined 2 applications which were subject to a legal agreement with an average timescale of 35.5 weeks which is faster than the Scottish Average. A further 4 applications were determined using a processing agreement.
5	**Enforcement charter** updated / re-published within last 2 years	Green	Your enforcement charter was 15 months old at the end of the reporting period.
6	**Continuous improvement**: • progress/improvement in relation to PPF National Headline Indicators; and • progress ambitious and relevant service improvement commitments identified through PPF report	Amber	Your LDP and enforcement charter are up to date. Clear timescales exist for adopting the next LDP. Your decision making timescales are faster than last years and you have made progress on reducing the number of sites reaching legacy case status. **RAG = Green** You have only completed 1 out of 4 of your improvement commitments with the others not being completed due to resourcing issues. Some of your improvement commitments identified for the coming year could be considered as core business activities and not necessarily improvement activities. **RAG = Amber** **Overall RAG = Amber**
7	**Local development plan** less than 5 years since adoption	Red	Your LDP is 6 years and 9 months old at the end of the reporting period.
8	**Development plan scheme** – next LDP: • on course for adoption within 5 years of current plan(s) adoption; and • project planned and expected to be delivered to planned timescale	Amber	You LDP is not on course to be replaced within the required 5 year timescale. However it is noted that it is currently at examination. **RAG = Amber** As your Plan is currently undergoing examination we expect that your DPS for your next LDP will be under development and due to be published in tie for next year's report. **RAG = Green** **Overall RAG = Amber**
9	**Elected members engaged early** (pre-MIR) in development plan preparation – *if plan has been at pre-MIR stage during reporting year*	N/A	
10	**Cross sector stakeholders* engaged early** (pre-MIR) in development plan preparation – *if plan has been at pre-MIR stage during reporting year* **including industry, agencies and Scottish Government*	N/A	
11	**Regular and proportionate policy advice** produced on information required to support applications.	Green	Your report states that you continually monitor council decisions and LRB processes to establish if any guidance or training is required.
12	**Corporate working across services** to improve outputs and services for customer benefit (for example: protocols; joined-up services; single contact arrangements; joint pre-application advice)	Green	You have stated that you provided support to other Council Services in the delivery of the Council's Capital Programme. Examples include Prestwick Educational Campus, Maybole Community Campus, early years expansion projects, Craigie Sporting Facility, affordable housing projects at Prestwick Main Street, Fort Street and Waggon Road and Riverside Public Events Space. In addition, planning advice and policy

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			support was provided in relation to ongoing project development work associated with the Ayrshire Growth Deal. The Council through Planning and Building Standards has also taken on a leading role in working with other transportation and historic environment stakeholders in relation to the former Station Hotel in Ayr.
13	**Sharing good practice, skills and knowledge** between authorities	Green	Your reports outlines that team members have attended the Scottish Planning Enforcement Forum to share and learn from other authorities.
14	**Stalled sites / legacy cases**: conclusion or withdrawal of old planning applications and reducing number of live applications more than one year old	Green	You have cleared 1 case during the reporting year, with no cases still awaiting conclusion. Last year you reported that you had 3 cases awaiting conclusion therefore it is not clear what has happened to the other 2 cases.
15	**Developer contributions**: clear and proportionate expectations set out in development plan (and/or emerging plan); and in pre-application discussions	Amber	Your developer contributions guidance is still awaiting adoption which was the case last year. however, it is noted that this is one of your service improvements for 2021-22 **RAG = Amber** It is not clear within your report if developer contributions are discussed during your pre-application engagement. **RAG = Red** **Overall RAG = Amber**

SOUTH AYRSHIRE COUNCIL
Performance against Key Markers

	Marker	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21
1	Decision making timescales	Amber	Amber	Amber	Amber	Green	Green	Green	Green
2	Processing agreements	Amber	Amber	Green	Green	Green	Amber	Amber	Green
3	Early collaboration	Green	Amber	Green	Green	Amber	Green	Amber	Amber
4	Legal agreements	Green	Amber	Green	Green	Amber	Green	Green	Green
5	Enforcement charter	Green	Green	Green	Green	Green	Green	Green	Green
6	Continuous improvement	Amber	Amber	Green	Green	Green	Green	Green	Green
7	Local development plan	Red	Green	Green	Green	Green	Green	Red	Red
8	Development plan scheme	Red	Amber	Amber	Green	Green	Green	Amber	Amber
9	Elected members engaged early	N/A	N/A	N/A	Red	N/A	N/A	N/A	N/A
10	Stakeholders engaged early (pre-MIR)	N/A	N/A	N/A	Green	N/A	N/A	N/A	N/A
11	Regular and proportionate advice to support applications	Amber	Amber	Green	Green	Green	Green	Green	Green
12	Corporate working across services	Green	Green	Green	Green	Green	Green	Green	Green
13	Sharing good practice, skills and knowledge	Green	Green	Green	Green	Red	Green	Amber	Green
14	Stalled sites/legacy cases	Green	Green	Green	Green	Green	Green	Green	Green
15	Developer contributions	Amber	Red	Amber	Amber	Green	Amber	Red	Amber

Overall Markings (total numbers for red, amber and green)

	Red	Amber	Green
2012-13	3	6	4
2013-14	2	5	6
2014-15	1	7	5
2015-16	0	4	9
2016-17	1	2	12
2017-18	1	2	10
2018-19	0	2	11
2019-20	2	5	6
2020-21	1	4	9

Decision Making Timescales (weeks)

	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	*2020-21 Scottish Average*
Major Development	50.7	26.0	42.6	-	13.9	5.1	7	-	*41.3*
Local (Non-Householder) Development	7.9	8.7	7.0	7.1	7.7	6.6	7.2	*8.5*	*12.4*
Householder Development	6.4	7.1	5.9	6.6	7.1	6.8	6.5	*7.4*	*8.1*

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South Ayrshire Council
Equality Impact Assessment
Scoping Template

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx

Further guidance is available here: https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. FSD Guidance for Public Bodies in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/

1. Policy details

Policy Title	Planning Performance Framework 2020-21
Lead Officer (Name/Position/Email)	Craig Iles, Service Lead – Planning and Building Standards Craig.iles@south-ayrshire.gov.uk

2. Which communities, groups of people, employees or thematic groups do you think will be, or potentially could be, impacted upon by the implementation of this policy? Please indicate whether these would be positive or negative impacts

Community or Groups of People	Negative Impacts	Positive impacts
Age – men and women, girls & boys	-	√
Disability	-	√
Gender Reassignment (Trans/Transgender Identity)	-	√
Marriage or Civil Partnership	-	√
Pregnancy and Maternity	-	√
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	-	√
Religion or Belief (including lack of belief)	-	√
Sex – gender identity (issues specific to women & men or girls & boys)	-	√
Sexual Orientation – person's sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	-	√
Thematic Groups: Health, Human Rights & Children's Rights	-	√

3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	-	√
Low and/or no wealth – enough money to meet Basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	-	√
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies	-	√
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	-	√
Socio-economic Background – social class i.e. parent's education, employment and income	-	√

4. Do you have evidence or reason to believe that the policy will support the Council to:

General Duty and other Equality Themes Consider the 'Three Key Needs' of the Equality Duty	Level of Negative and/or Positive Impact (High, Medium or Low)
Eliminate unlawful discrimination, **harassment and victimisation**	Low
Advance equality of opportunity between people who share a protected characteristic and those who do not	Low
Foster good relations between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Low
Increase participation of particular communities or groups in public life	Low
Improve the health and wellbeing of particular communities or groups	Low
Promote the human rights of particular communities or groups	Low
Tackle deprivation faced by particular communities or groups	Low

5. Summary Assessment

Is a full Equality Impact Assessment required?	
	YES

(A full Equality Impact Assessment must be carried out if impacts identified as **Medium and/or High**)	**NO** √
Rationale for decision: **This report advises the Panel of 10 March 2022. Members' decision on this has no specific equality implications.**	

Signed : ………………Craig Iles …………………….……...**Service Lead**

Date: …………………….02 March 2022……………………………...

South Ayrshire Council

**Report by Assistant Director - Place
to Service and Performance Panel
of 29 March 2022**

**Subject: South Ayrshire Way Strategic Change Programme –
Preparing for the Future**

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1.   **Purpose**

1.1   The purpose of this report is to update the Service and Performance Panel on the progress of the South Ayrshire Way (SAW) Strategic Change Programme and benefits realisation.

2.   **Recommendation**

2.1   **It is recommended that the Panel:**

   2.1.1   **notes the progress in establishing and delivering the SAW Strategic Change Programme and current projects in scope (attached at Appendix 1 (Table A));**

   2.1.2   **notes the approach to managing and realising benefits as outlined in the Benefits Realisation Plan (attached at Appendix 2);**

   2.1.3   **notes development and implementation of Benefits Trackers (attached at Appendix 3) for each project; and**

   2.1.4   **approves a further update to the Service and Performance Panel in 12 months' time, in accordance with reporting arrangements.**

3.   **Background**

3.1   The recent Best Value Audit of the Council undertaken by the Audit Commission identified actions required to improve the Council's approach to business change and transformation activity - *'The Council should make sure that its transformation work is fully aligned and integrated to its covid recovery planning work and improve its approach to its Strategic Change Programme by:*

   i)   adding greater detail about individual projects;

   ii)   setting clear timelines for each project; and

   iii)   developing a benefits realisation tracker to assess whether the Council has achieved its aims.'

3.2   As well as meeting the current recommendations in the BVA, the Council has proposed additional success indicators as part of the BV Action Plan including:

- change programme Communication Strategy approved and implemented;

- benefits plans and tracking for all projects in current scope implemented (target date June 2022); and

- increase the percentage of projects at implementation/ delivery phase from 60% (baseline Nov. 2021) to 80% (target date March 2022).

3.3   As at 02 March 2022, all BV actions are on track. The Communication Strategy has been implemented and 86% of projects are at implementation/ delivery stage.

3.4   In February 2022, 4 new projects were approved for inclusion within the programme: I) Implementation of the Future Operating Model and ii) Future Operating Model Additionality (identifying third party goods and contract savings); iii) Golf Commercialisation and; iv) The Promise, taking the total number of projects in scope to 23. The list of projects is provided at Appendix 1 (Table A).

3.5   Important progress has been made by officers in moving projects into delivery and implementation and defining project benefits. Of the 23 projects within the current scope, 19 are at implementation stage and 3 projects are at the planning stage.

3.6   A Benefits Realisation Plan has been developed and approved by the Strategic Change Executive. The Plan provides an overview of the benefits management process, the benefits delivery model including roles and responsibilities; benefits reporting, assurance and lists ways of maximising change adoption. The Plan can be viewed at Appendix 2.

3.7   The four stage Benefits Management Process provides the framework for developing and realising project benefits, as outlined below:

- Stage 1 Identification – establishing high level benefits

- Stage 2 Baseline and proposal – identifying cashable, qualitative and quantitative benefits, baselining benefits and input to tracker

- Stage 3 Project Implementation – confirming the benefits management approach and signing off tracker

- Stage 4 Benefits Realisation – track delivery of benefits and embed project and change activity

3.8   A sample Benefits Tracker is also included within the Benefits Realisation Plan (see Appendix 3) and a Benefits Tracker is a key requirement for all projects.

3.9   The Strategic Change Programme Office is working with project teams and finance colleagues to input to benefits trackers using available baseline data and Engage Process Modeller software to support identification of measurable cashable, qualitative and/ or quantitative benefits.

3.10   Appendix 1 (Table B) shows the relevant benefits stage for each of the projects. Benefits are further quantified in benefits trackers.

4. Proposals

4.1 Evidencing the impact of each of the projects is a key focus of activity for the Change Team and it is anticipated benefits proposals will be available for all 23 projects, with an update provided to the Leadership Panel in June 2022, and as committed to as part of the BV audit actions.

4.2 Initial work has identified a number of productivity gains where the implementation of new processes will result in increased outputs and time savings, which may result in a requirement for reduced resource. This will be further clarified in the update to Leadership Panel in June 2022. The new software (currently on a trial period) is enabling the Council to evidence the forecast change and improvements delivered.

4.3 A further update will be provided to the Service and Performance Panel in 12 months' time, in accordance with reporting arrangements approved by the Leadership Panel.

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 Not applicable.

7. Human Resources Implications

7.1 Not applicable.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 There are no risks associated with the rejection of the recommendations.

9. Equalities

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

10. Sustainable Development Implications

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

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

11.   Options Appraisal

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

12.   Link to Council Plan

12.1   The matters referred to in this report contribute to all six Commitments of the Council Plan.

13.   Results of Consultation

13.1   There has been no public consultation on the contents of this report (include details if yes, including details of feedback and account taken of it).

13.2   Consultation has taken place with Councillor Peter Henderson, Portfolio Holder for Corporate, and Councillor Brian McGinley, Portfolio Holder for Resources and Performance, and the contents of this report reflect any feedback provided.

Background Papers	**Report to Leadership Panel of 15 February 2022 – The South Ayrshire Way Strategic Change Programme – Preparing for the Future**
Person to Contact	**Louise Reid, Assistant Director – Place** **County Buildings, Wellington Square, Ayr, KA7 1DR** **Phone 01292 616332** **E-mail louise.reid@south-ayrshire.gov.uk**

Date: 18 March 2022

Table A: Status of Current Projects in Scope

Project title	Status
New Street Cleaning Operating Model	Planning
Review of Commercial Bin infrastructure	Planning
Housing Asset Management System	Planning
Cunninghame Place Respite Resource	Implementation
Whole Family Whole System approach	Implementation
Signs of Safety	Implementation
Foster Carers Recruitment Campaign	Implementation
Net Zero Action Plan & Implementation	Implementation
New Waste Transfer and Green Waste Station	Implementation
Public Space CCTV Operating Model	Implementation
Facilities Management Service Review	Implementation
Roll out and adoption of PM Mobile Work Scheduling system (by other services)	Implementation
Housing Customer Self-Service systems development	Implementation
In Cab Digitised Systems development	Implementation
IoT Accelerator	Implementation
Oracle	Implementation
Transforming the Estate	Implementation
Place Planning	Implementation
The Promise	Implementation
Golf South Ayrshire Commercialisation Project	Implementation
Future Operating Model Additionality	Implementation
Implementation of the Future Operating Model	Implementation
Mechanical & Electrical Engineering in sourcing	Closed

Table B: Benefit Realisation Stage of each Project on the Programme

Project title	Benefit Realisation Stage
Cunninghame Place Respite Resource	Stage 1 - Identification
Whole Family Whole System approach	Stage 1 - Identification
Signs of Safety	Stage 1 - Identification
Foster Carers Recruitment Campaign	Stage 1 - Identification
Net Zero Action Plan & Implementation	Stage 1 - Identification
New Waste Transfer and Green Waste Station	Stage 1 - Identification
New Street Cleaning Operating Model	Stage 1 - Identification
Public Space CCTV Operating Model	Stage 1 - Identification
Review of Commercial Bin infrastructure	Stage 1 - Identification
Housing Customer Self-Service systems development	Stage 1 - Identification
Transforming the Estate	Stage 1 - Identification
Housing Asset Management System	Stage 1 - Identification
The Promise	Stage 1 - Identification
Golf South Ayrshire Commercialisation Project	Stage 1 - Identification
Future Operating Model Additionality	Stage 1 - Identification
Implementation of the Future Operating Model	Stage 1 - Identification
IoT Accelerator	Stage 2 - Baseline and Proposal
Oracle	Stage 2 - Baseline and Proposal
Facilities Management Service Review	Stage 2 - Baseline and Proposal
In Cab Digitised Systems development	Stage 2 - Baseline and Proposal
Roll out and adoption of PM Mobile Work Scheduling system (by other services)	Stage 2 - Baseline and Proposal
Place Planning	Stage 2 - Baseline and Proposal
Mechanical & Electrical Engineering in sourcing	Stage 3 - Project Implementation

South Ayrshire Way Change Programme

Benefits Realisation Plan

Version 1.0 Date 20 August 2021

Content

1. Background
2. Benefits overview
3. Roles and responsibilities
4. Benefits Management Process
5. Benefits reporting
6. Assuring the benefits process
7. Change adoption
8. Appendices – Benefits Tracker

Background

SAW Strategic Change Programme

*The South Ayrshire Way Strategic Change Programme is an extension of the South Ayrshire Way which goes beyond values and behaviours and challenges our way of working, **driving organisational change and improvement** while **maintaining or improving outcomes for our communities**.*

The following high-level themes provide an overarching framework for change activity:

1. *Delivering Council Plan priorities* – focusing our services and expenditure on activities that support the Council Plan priorities;

2. *Services which are designed to be fit for purpose and sustainable* - ensuring that we carry out systemic and structural reviews of our services which will seek to identify opportunities for transformational change through improvement, flexibility and integration;

3. *Customers at the heart of what we do* – Ensuring that the quality of services and the customer experience is the best that it can be, while encouraging and supporting customers to be more flexible and to work with us to deliver sustainable services;

4. *Digitally confident* – doing more online and being more efficient in our processes;

5. *Maximising the use of our assets* – working with communities to support them to make best use of their local assets; and

6. *A workforce for the future* – ensuring an engaged, empowered and informed workforce with the skills necessary to deliver the Council priorities.

Change Programme governance and reporting

Bi-annual reports	**Leadership Panel (LP)** *Elected members*	*Provides strategic management and oversight of the SCP*
Quarterly reports	**Executive Leadership Team (ELT)** *Chief Executive* *Directors*	*Makes key organisational decisions and is accountable overall for Council activities and service delivery*
Monthly reports	**Strategic Change Executive (SCE)** *Director of Place, Assistant Directors, Heads of Service*	*Oversees SCP programme delivery and ensures the programme meets objectives*
	Strategic Change Programme Office (SCPO) *Project Implementation Coordinator* *Project Officers*	*Responsible for delivering the SCP and associated project activities*

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Making a Difference Every Day

Benefits overview

Benefits definition

"A benefit is a measurable improvement resulting from an outcome perceived as an advantage by stakeholders"

- Benefits management supports the identification and defining of realistic benefits to be gained from projects and programmes
- It ensures benefits (cashable and non-cashable) lead the programme
- Ensures realisation of benefits is managed, tracked and recorded
- Maintains links to organisations strategic objectives, vision and outcomes

Benefits are seldom realised unless they, and business changes, are proactively managed during the life cycle of the project or programme.

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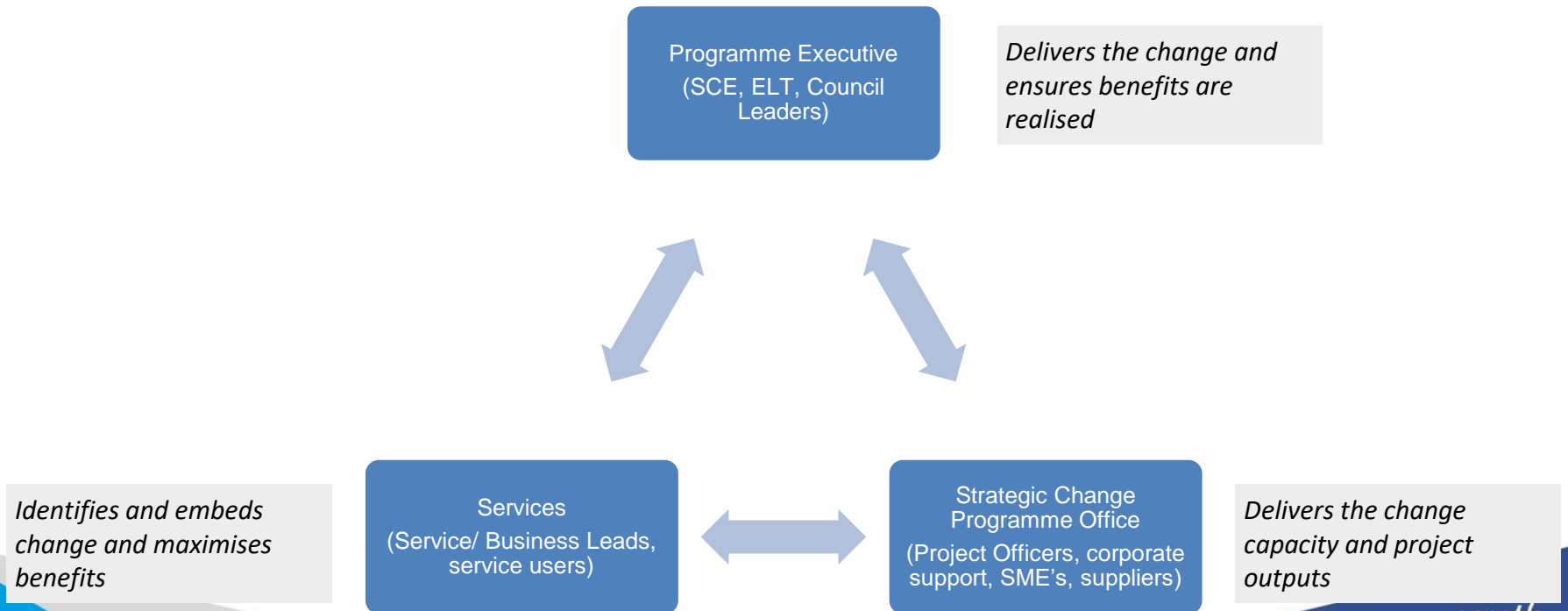**Making a Difference Every Day**

Types of benefit delivered by the programme

The SAW Change Programme will deliver cashable and non-cashable benefits at individual project level to cumulatively achieve programme benefits

Type of benefit	End benefit examples
Cashable	• Cost avoidance • Budget reduction • Efficiency saving • Income generation
Quantitative	• These benefits have a numerical value and relate to increased service and response levels through business change activity • The impact on workforce productivity will vary by project and the changes made to systems, processes and procedures
Qualitative	• Theses benefits relate to an improvement or enhancement of service levels through the delivery of business change activity • Each project will establish the improvements or enhancements expected to service delivery.

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Benefits delivery model

- <u>The Programme Executive</u> is overall responsible for the delivery of the change programme ensuring projects meet their objectives and benefits are realised
- <u>The Strategic Change Programme Office</u> delivers the outputs of the projects, supports benefits identification and delivers the change capacity.
- <u>Services</u> identify requirements to change, define the scope of the change and ensure change is embedded and benefits maximised

Programme Executive
(SCE, ELT, Council Leaders)

Delivers the change and ensures benefits are realised

Identifies and embeds change and maximises benefits

Services
(Service/ Business Leads, service users)

Strategic Change Programme Office
(Project Officers, corporate support, SME's, suppliers)

Delivers the change capacity and project outputs

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Roles and responsibilities

Role	Key benefits management responsibilities
Strategic Change Executive	• Ensure the SAW Change Programme has a 'benefits-led' approach • Definition and monitoring of benefits throughout programme and benefits realisation period
Senior Responsible Owner (SRO) for the change project	• Accountable for ensuring projects deliver outputs and benefits are realised
Service/ Business Lead	• Delivering and supporting the introduction of changes • Reviewing progress, managing benefits realisation, measuring performance and adapting to change • Supporting change management and adoption
Strategic Change Programme Office/ Project Officer	• Delivering project outputs and change capability • Work with services to support benefits baselining and profiling • Support benefits tracking process
Service users	• Providing feedback and information on the customer experience and on changes to processes or service delivery

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Role	Key benefits management responsibilities
Finance	• Verify any financial information provided to support benefits realisation for baselining activity and generating targets • Contribute to and oversee finance input to Benefits Trackers • Share budget data with SRO's, Service Leads and Strategic Change Executive to assess and improve change adoption rates and support benefits realisation
Council services with responsibility for data collection and service evaluation	• Provide access to centrally held data to help baseline activity and help assess qualitative and quantitative impacts of change activity on services • Inform and provide the programme and projects with access to data collection tools to support benefits realisation and; • Help avoid a duplication of effort to derive performance data
Internal Audit	• Provide clarification, information and guidance on governance frameworks and best practice approach • Conduct audit reviews • Provide assurance on ongoing business justification and programme being managed to deliver benefits
Communications & Organisational development	• Lead on delivery of internal and external communication • Work with services to support behavioural change and identify training or development requirements for staff and users • Help to identify further barriers to change/ cause of failure to realise benefits and propose ways to support change adoption

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Role of the Service/ Business Lead in benefits realisation

The role of the Service/ Business Lead should be made clear at the outset and form part of the briefing on project roles and responsibilities.
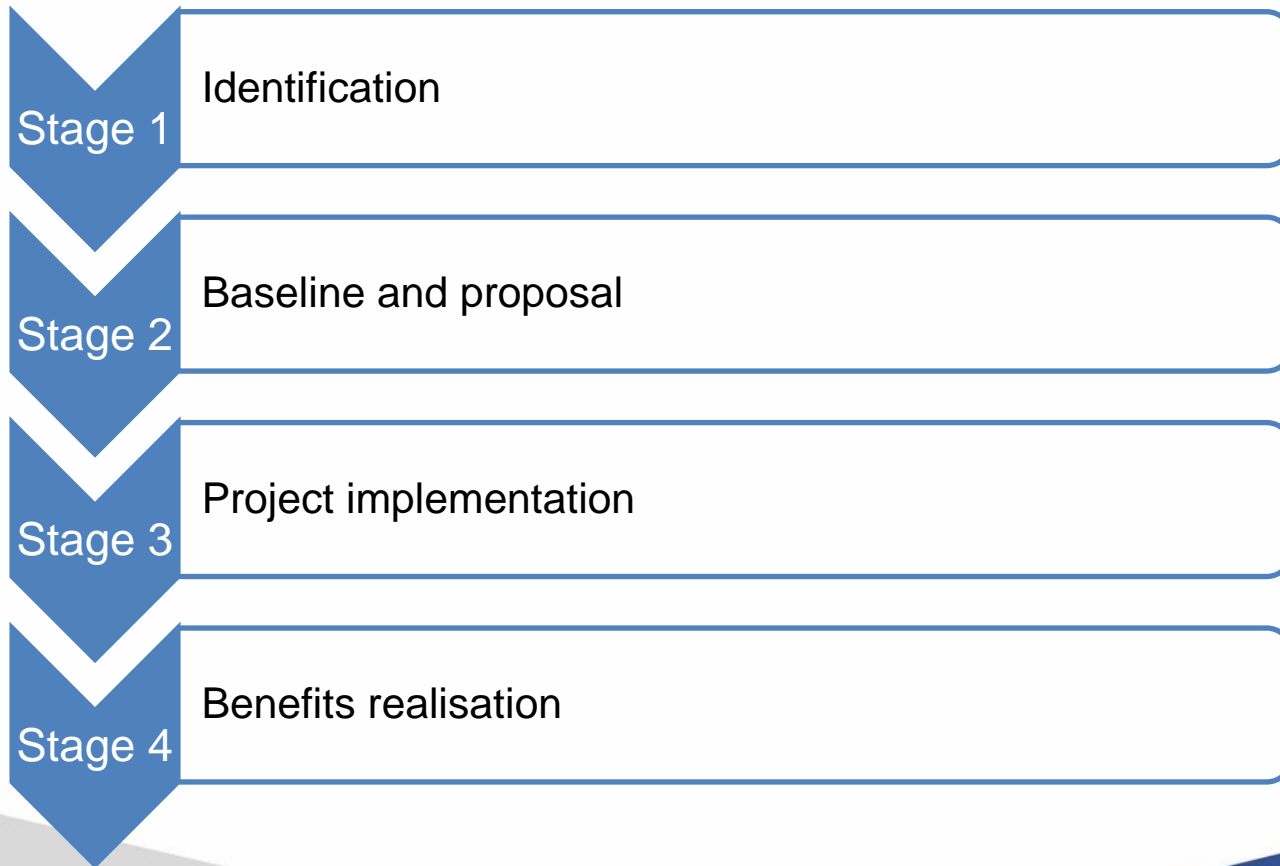
The Service/ Business Lead:
- Leads on consultation with the wider organisation
- Supports the development of specifications including baselines, KPIs and any other supporting documentation
- Is responsible for assisting ongoing and day to day benefits management for the duration of the project
- Assists in organisational behavioural change activities to support change adoption
- Supports identification and implementation of remedial actions to realise benefits
- Manages benefits monitoring and input to tracker as required

Benefits Management Process

4 Stage Benefits Management Process

The Service/ Business Lead is responsible for benefits identification and profiling.
The 4 Stage Benefits Management process is set out below.

Stage 1 — Identification

Stage 2 — Baseline and proposal

Stage 3 — Project implementation

Stage 4 — Benefits realisation

Benefits Management Process

Stage 1 - Identification	• Establish potential high level benefits to be delivered by the project • Include high level benefits in the Project Scope summary
Stage 2 – Baseline and proposal	• Project Scope approved • Development of a baseline 'as-is' and 'to-be' future state • Identify cashable, qualitative and quantitative benefits • Confirm benefits Roles and Responsibilities • Input to Benefits Tracker
Stage 3 - Project implementation	• Develop KPI's and identify reporting mechanisms for measuring benefits • Define expected service/ supplier performance levels • Confirm the benefits management approach and target dates • Complete and sign off Benefits Tracker • Complete and sign off the End of Project Report
Stage 4 – Benefits realisation	• Embed project and change activity as business as usual • Monitor KPI's • Track delivery of benefits • Identify additional benefits not already captured • Report on benefits realisation • Ensuring change is adopted

Note - some projects may begin to realise benefits at Stage 3

Benefits tracker

A Benefits Tracker for each project will provide:
- ✓ Instructions on completion including the 4 stage process for benefits management
- ✓ Name of the project and key project roles and responsibilities
- ✓ Statement on high level benefits

Data sets:
- ✓ Benefit ID
- ✓ Description of the measurable benefit
- ✓ Type of benefit (e.g. cashable, non-cashable (qualitative/ quantitative)
- ✓ Baseline/ current performance
- ✓ Key Performance Indicator for the change in service delivery or desired behaviour
- ✓ Evaluation method (How the benefit will be measured)
- ✓ Benefits owner
- ✓ Frequency of measurement
- ✓ Reporting method and frequency
- ✓ Target date for benefits realisation
- ✓ RAG status and review date
- ✓ Actual date realised
- ✓ Approval authority (date benefit realisation signed off)

End Project Report

At Stage 4 (Benefits realisation), each project transitions to 'Business As Usual'.
The End of Project Report will ensure maximum benefits realisation by confirming roles and responsibilities and obligations once the project has gone live.

The End of Project Report:
- Supplies stakeholders with the information required to effectively transition the project into a live solution
- Provides clarity on the ongoing roles and responsibilities regarding benefits realisation
- Provides access to supplementary information to support benefits realisation including contract and service management, information on suppliers, system functionality and operating models.

RACI (Responsible, Accountable, Consulted, Informed):
- The Project Officer works with the Business Lead to draft the EPR
- The EPR is assured by the Project Coordinator and Project Sponsor
- The EPR is approved by the Strategic Change Executive

Benefits reporting

Benefits reporting

Each project Benefits Tracker will define the method and frequency of benefits reporting for that respective project.
In addition, the Strategic Change Programme will report the cumulative programme benefits via:

- The Strategic Change Executive - It is proposed that a quarterly update is provided to the SCE on cashable, non-cashable/ qualitative and quantitative benefits delivered by the programme
- Executive Leadership Team – also quarterly
- And bi-annually to the Council's Leadership Panel and Service & Performance Panel
- Benefits reports can also be shared with services (including corporate services such as the Council's finance and communications services)

Benefits reporting at programme level is the responsibility of the Change Programme's Senior Responsible Owner (Director of Place).

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Reporting format

The Benefits Report will cover:

- Progress towards benefits actualisation for individual projects – forecast vs actual
- Cashable and non-cashable (qualitative and quantitative)
- RAG status including 'not yet started'; 'in progress'; 'completed'
- Cumulative benefits for the programme
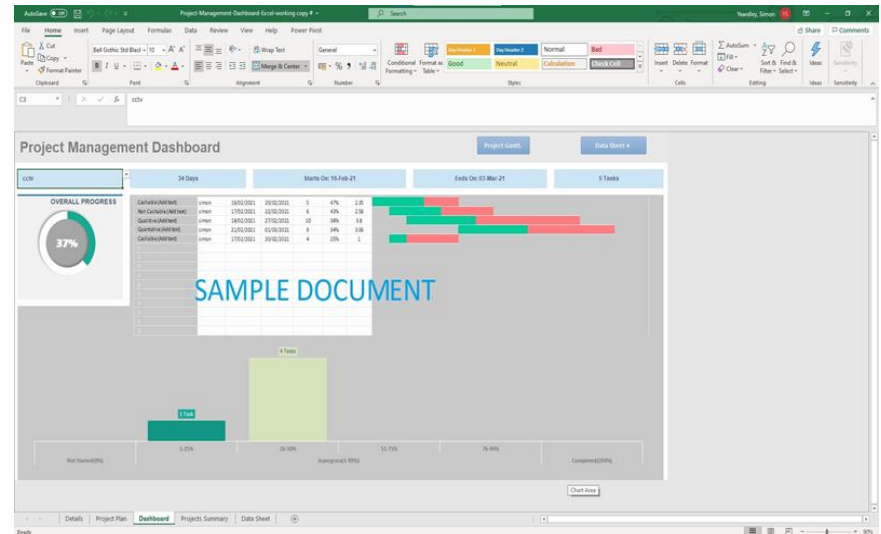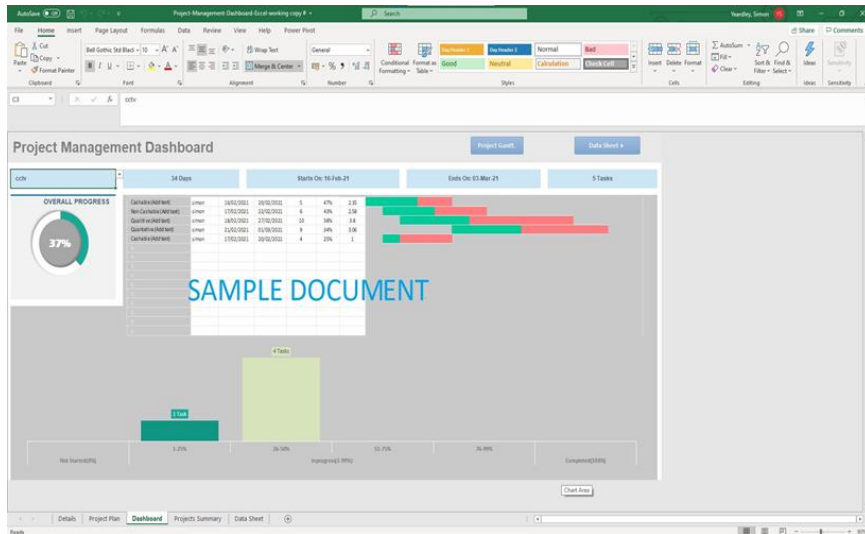
Ideally, population of the Benefits Report will be linked to datasets in Benefits Trackers and automated to save time and resource and ensure accuracy.

Assuring the benefits process

Benefits assurance

Assurance of the benefits management process will be supported by South Ayrshire Council's internal audit function.

The aim of assurance is to:
- Provide clarification, information and guidance on governance frameworks and best practice approach
- Provide assurance on ongoing business justification and programme being managed to deliver benefits

Reviews will be conducted at key decision points and based on a review of programme documentation and interviews with a range of stakeholders.

Change adoption

Sustaining the change

Organisational culture, supported by effective change management and organisational development is a fundamental contributor to the achievement of sustainable transformation.

Once projects have been implemented and are in the benefits realisation stage, the focus should be on sustaining the benefits of the change.

Change management activities may include:
- Stakeholder engagement
- Development and delivery of internal and external communication strategies and activities to enforce and educate on new ways of working
- Supporting behavioural change and identifying and delivering training or development requirements for staff and users
- Performing root cause analyses of barriers to change/ cause of failure to realise benefits and proposing ways to support change adoption

Examples of change adoption activity

- Creating excitement and anticipation that guides individuals toward a positive response to change
- Using spotlights or announcements to keep colleagues informed about key dates, features, process, upcoming events, etc.
- Using video to communicate a message from management about change, demo key features and show how the change will improve productivity
- Articles on the intranet and various other communication methods (Yammer, Office 365 Groups, department team sites, etc.)
- Contests relating to the change to encourage participation
- Scheduling live events to encourage excitement, showcase of upcoming trainings that are available, announcing champions etc.
- Employee onboarding and induction training on new systems
- Include takeaways available that will aid in adoption — quick reference guides, experts to answer questions, additional trainings, support site, etc.
- Host ongoing trainings/presentations to keep end users engaged and informed.
- Monthly lunch and learns
- Teaching Tuesdays
- On-demand weekly or monthly live webcasts (with expert Q&A)
- Quarterly knowledge share sessions

Appendices

Benefits Tracker

1	2	3	4	5	6	7	8	9	10
Insert a reference for tracking the benefit	Provide a description of the benefit, including information on any stakeholders positively affected by the benefit	Choose whether the benefit is qualitative or quantitative. You may not have measurement data for qualitative benefits.	Starting figure or measurement which will be used for comparison purposes	State the source of the baseline and system used to capture the information	KPI for the change in service delivery (cash/non-cash) Figure or measurement you aim to achieve	KPI for the change in service delivery Figure or measurement you aim to achieve	Date you expect to realise the benefit	Describe how data will be captured and measured i.e. satisfaction survey, budget reports etc.	Person responsible for ensuring the realisation of this benefit
Benefit Ref ID	**Description of Measurable Benefit**	**Benefit Type**	**Baseline / Current Performance**	**Source**	**Target (financial)**	**Target (non financial)**	**Target Date**	**Method for measuring benefit**	**Benefits Owner**

11	12	13	14	15	16	17	18	19
State how often progress will be measured	State how progress will be reported, e.g. system download, Word document, Screen Shot	State how often progress on the benefit will be reported	Is the benefit on track to being delivered, or is further action necessary?	Provide the date of the last review of progress	Provide information on remedial actual if benefit is off track	Data/Final measurement at point of realisation	Date on which the benefit has been realised (measurable data should confirm this)	Provide name and role of individual(s) who have approved and signed off the benefit
Frequency of Measurement	**Reporting method**	**Reporting frequency**	**RAG Status**	**RAG Status Date**	**Comment on RAG status**	**Actual Achieved**	**Actual Date Realised**	**Approval authority**