

# South Ayrshire Council Plan

## 2023-2028











## Contents

<b>Introduction</b> .....	4
<b>About the Council Plan</b> .....	5
<b>South Ayrshire Overview</b> .....	6
<b>Our Purpose, Vision and Values</b> .....	7
<b>Enabling Services</b> .....	10
<b>Council Plan Priorities and Outcomes 2023-2028</b> .....	14
<b>Our cross-cutting themes</b> .....	17
<b>The Challenges</b> .....	21





# Introduction

We are delighted to present to you our Council Plan covering 2023-28.

South Ayrshire stands out in Scotland as an area of outstanding natural beauty, with its coastal and rural communities, and long record of innovation and ambition. We are an area rich in heritage, with strong historical connections, fantastic community spirit, welcoming people, a thriving voluntary sector, beautiful scenery, and strong ambitions for an economic and sustainable future where people choose South Ayrshire as a place to live, visit and invest in.

Since we produced our last Council Plan in 2018 the world has changed. Local, national, and global events have altered the landscape of how we operate and the challenges we must address. The COVID-19 pandemic fundamentally changed the way we work and live and the war in Ukraine has led to a humanitarian emergency and contributed to an ongoing cost of living crisis. While much has changed, many of the long-term, strategic challenges faced by our residents and communities remain the same such as child poverty, climate change and our ageing population.

The Council faces unprecedented financial challenges and increasing demand from communities that quite rightly expect the highest quality of services. As demand for quality services rises and resources are restricted, we need to provide best value for money – better services at lower cost.

Despite these challenges, we remain an ambitious council and we will place people at the centre of everything we do as we look to deliver the best possible outcomes. We are ambitious for our communities too and our new Council Plan is based on priorities and outcomes that we believe will have the greatest impact on the wellbeing of our communities, our local economy, and our environment.

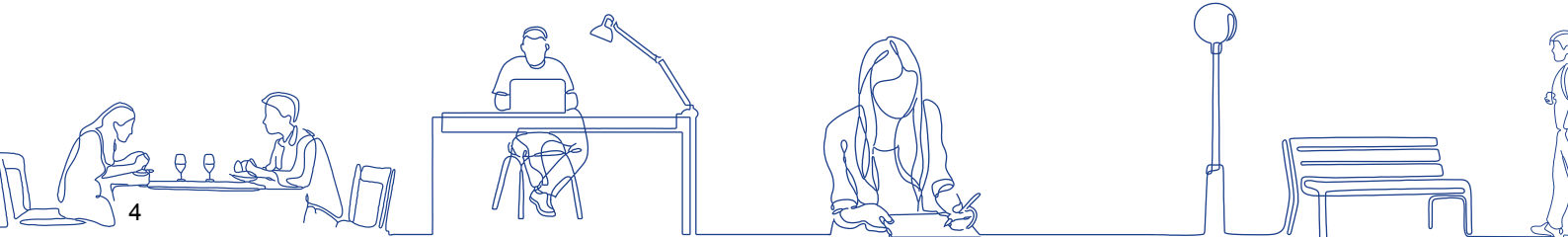
This is a challenging plan but also an exciting plan. We look forward to working with Council staff, with our partners and most importantly with the people and communities of South Ayrshire to deliver it.



**Councillor Martin Dowey,  
Leader of South Ayrshire Council**



**Eileen Howat,  
Chief Executive, South Ayrshire Council**







## About the Council Plan

This Council plan was developed through a process of research and engagement and identifies key areas of focus over the next 5 years. Development of this plan has sought to recognise best practice and emerging innovative approaches throughout Scotland.

The Council has engaged heavily with the Improvement Service and the priorities and outcomes identified below have been influenced by the Places and Wellbeing Outcomes, a joint initiative between Public Health Scotland and the Improvement Service, aimed at recognising the important effect our places have on the wellbeing of our communities and environment. Drawing on the principles recommended by the

Christie Commission for the future of public services, our priorities are:

- preventative in nature
- drive collaboration between services and partners
- require the participation and meaningful involvement of those with local lived knowledge of their community.

Alongside our priorities, the plan highlights cross-cutting strategic themes that will be considered in all our decision making, ensuring that collaboration is embedded in our everyday practice and our resources are used as efficiently and effectively as possible.





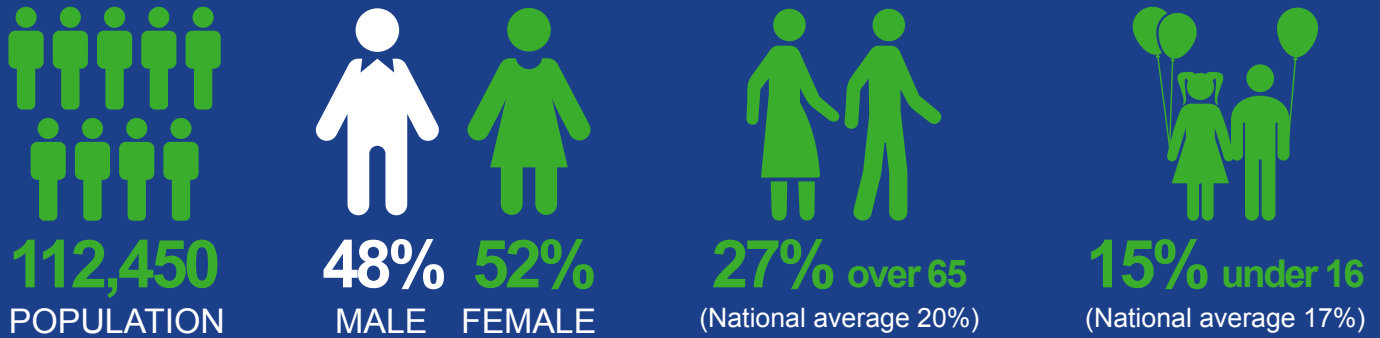
# South Ayrshire Overview

By 2043, the South Ayrshire population is projected to be 105,191 – a decrease of 6.5% compared to the population in 2018. The population of Scotland as a whole is projected to increase by 2.5%.

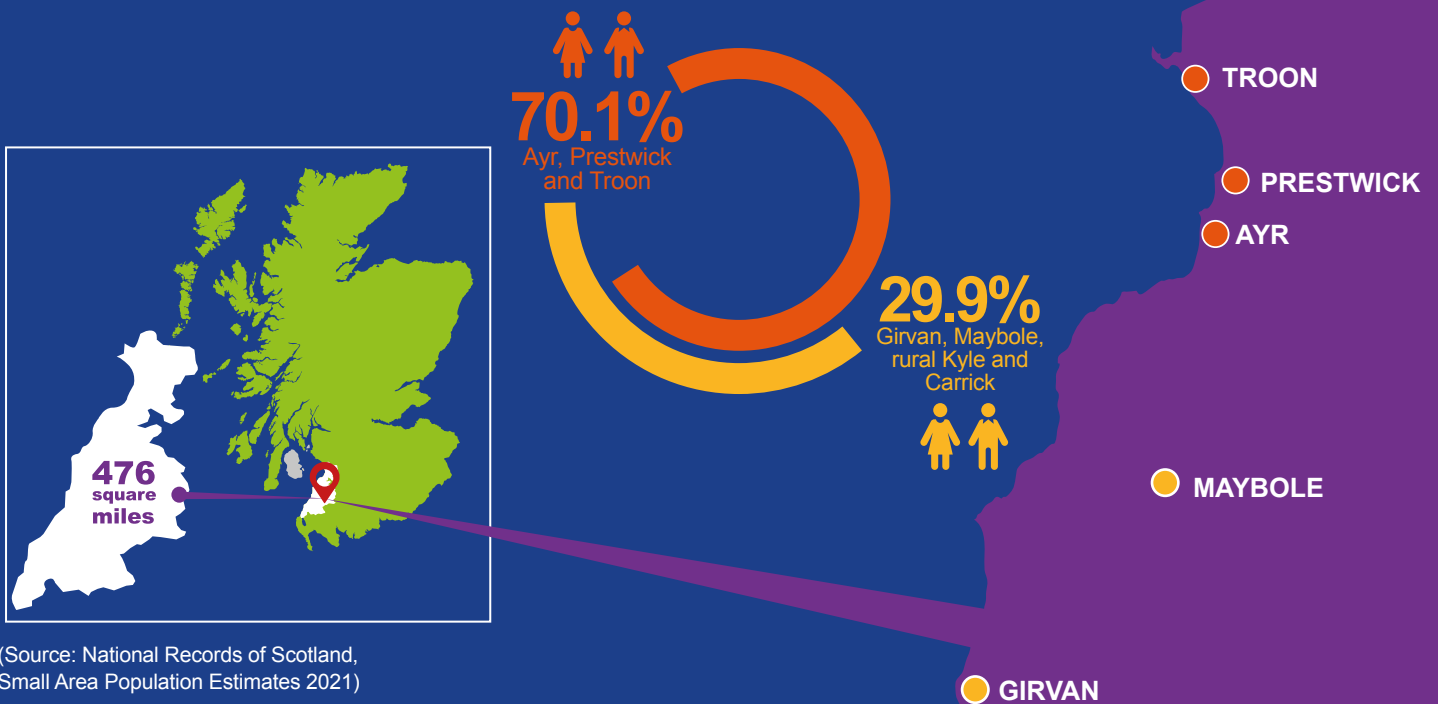
The pensionable age population is, however, projected to increase by 17% by 2043. More dramatically, the South Ayrshire population aged 75+ is projected to increase by 65% by 2043.

The projected change in South Ayrshire is not evenly spread across the different age groups. The number of children aged 0-15 years is projected to decrease by 17% and our working age population by 14%.

These anticipated changes to the population will have considerable consequences for the Council as it strives to ensure social, educational, housing and community services continue to meet the needs of the community.



(Source: National Records of Scotland, 2021 Mid-Year Population)



(Source: National Records of Scotland, Small Area Population Estimates 2021)

## About The Council

Elected Members  
(Post 2022 Election)

- CONSERVATIVE 10
- SNP 9
- LABOUR 5
- INDEPENDENT 4



Staff

**4,640** full-time equivalent  
(as at 31 March 2022)



# Our Purpose, Vision and Values



## Our Purpose

To Serve South Ayrshire

## Our Vision

To Make a Difference Every Day

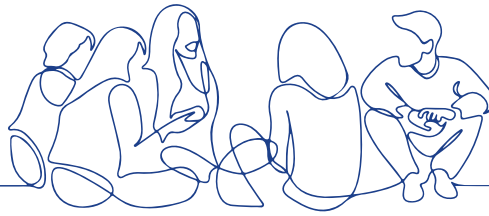
## Our Values

Respectful, Positive, Supportive, Proud and Ambitious





# Community Planning



The Community Empowerment (Scotland) Act 2015, states that community planning is about how public bodies work together, and with the local community, to plan for; resource and provide; or secure the provision of services which improve local outcomes in a local authority area, with a view to reducing inequalities. In other words, it is about working together to make a real difference to our local

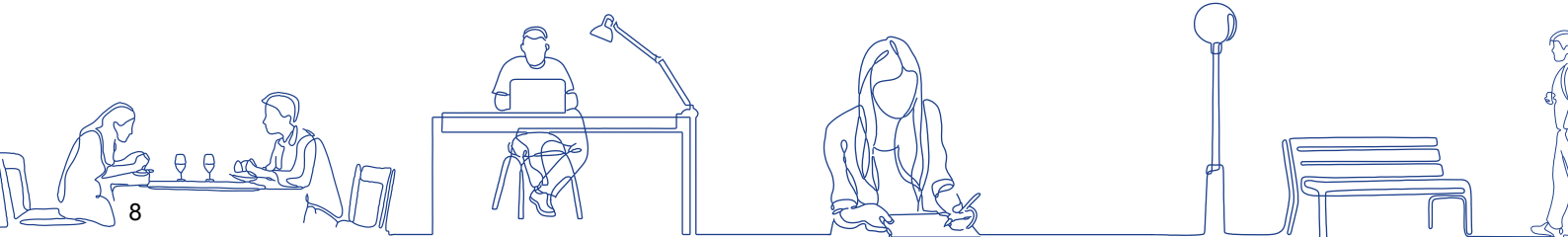
communities and people’s lives.

The Community Planning Board is the executive and decision-making body of [South Ayrshire Community Planning Partnership \(CPP\)](#) and is chaired by an elected member.

Membership comprises:

- South Ayrshire Council
- NHS Ayrshire & Arran
- Scottish Fire and Rescue Service
- Scottish Enterprise
- Ayrshire College
- NatureScot
- Ayrshire Chamber of Commerce
- South Ayrshire Health and Social Care Partnership
- Police Scotland
- Strathclyde Partnership for Transport
- Skills Development Scotland
- University of the West of Scotland
- Jobcentre Plus
- Voluntary Action South Ayrshire

The plan on a page provides an overview of the CPP high level outcomes





**Reducing inequalities and improving outcomes** for people in South Ayrshire is a key focus of [South Ayrshire Community Planning Partnership](#) (CPP). The Community Planning Board is the executive and decision-making body of South Ayrshire Community Planning Partnership (CPP). It makes decisions on priorities, [strategic outcomes](#) and objectives for the CPP and has responsibility for the delivery of the Local Outcomes Improvement Plan.

The Community Empowerment (Scotland) Act 2015 has given CPPs a statutory purpose regarding public service reform at a local level. The Act requires CPPs to produce a Local Outcomes Improvement Plan (LOIP) which sets out a vision and focus based on agreed local priorities where, through collaborative working with our community planning partners

and local communities, we can work to reduce inequalities and improve outcomes in South Ayrshire.

South Ayrshire CPP has two strategic themes as an agreed area of focus for the LOIP – these are: **‘Supporting older people to live in good health’** and **‘Closing the poverty-related outcomes gap’**. Under the strategic themes there are five supporting improvement priorities:

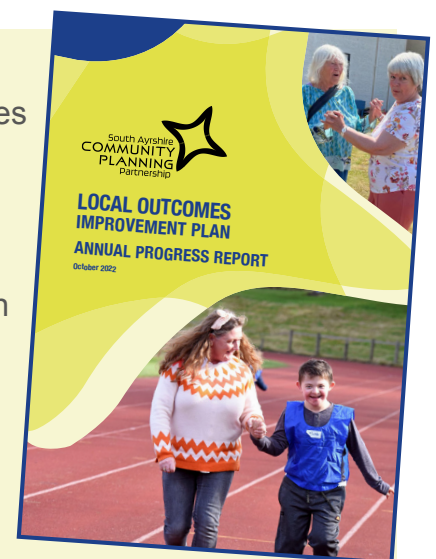
- reducing social isolation and loneliness;
- support for people living with dementia and their carers;
- improving outcomes for care experienced children and care leavers;
- providing support for young people who are carers; and
- employability and lifelong learning.

The latest annual progress report for the LOIP (2022) can be found [here](#). Work will take place during 2023 to refresh our Local Outcomes Improvement Plan to identify a new set of priority areas from April 2024 onwards.

In addition to producing a LOIP, there is also a requirement to identify smaller areas within South Ayrshire and prepare and publish locality plans to improve outcomes on agreed priorities for these areas. In South Ayrshire locality plans are known as ‘place plans’.

The CPP is currently in the process of developing a route-map towards locality-based working – ongoing engagement is taking place with partners, including South Ayrshire Council, on how to take this forward.

Engagement has taken place with the CPP on the Shaping Places for Wellbeing programme to support a common understanding amongst partners and how we can use this framework to underpin future strategic development.



# Enabling Services



We would not be able to achieve successful outcomes for our communities without the support of our enabling services. While rarely involved in frontline service delivery, it is critical that these services continue to be run efficiently and effectively to allow our outcomes and priorities to be achieved. Our enabling services include:



## Corporate Planning and Improvement

Corporate Planning and Improvement works with other services and partners on improvement planning including:

1. The development of the Council Plan, Service Plans and Partnership Plans.
2. They also provide research, information, and analytic services and give advice and guidance on the design and use of strategic and corporate performance indicators.
3. Carry out performance monitoring and reporting both internally and externally.
4. They produce the Council's Annual Performance Report and Local Government Benchmarking Report and represent the Council at key national forums, ensuring good practice is shared and brought back to South Ayrshire

subsequent production of Minutes and Action Plan/Work Plan follow ups.

**Democratic Support** generally provide, via County Buildings Officers, direct support to allow Council Headquarters to operate effectively including the provision of a comprehensive security and janitorial service, delivery of items within the building, mail duties, room setups, minor maintenance and driving duties.

Member Support staff provide administrative support to elected members including to the Leader of the Council and to the Provost and Civic Office. Democratic Support staff generally play an important role in elections as they are involved in providing key support to the Returning Officer in the preparation and facilitating of electoral events.



## Democratic Support

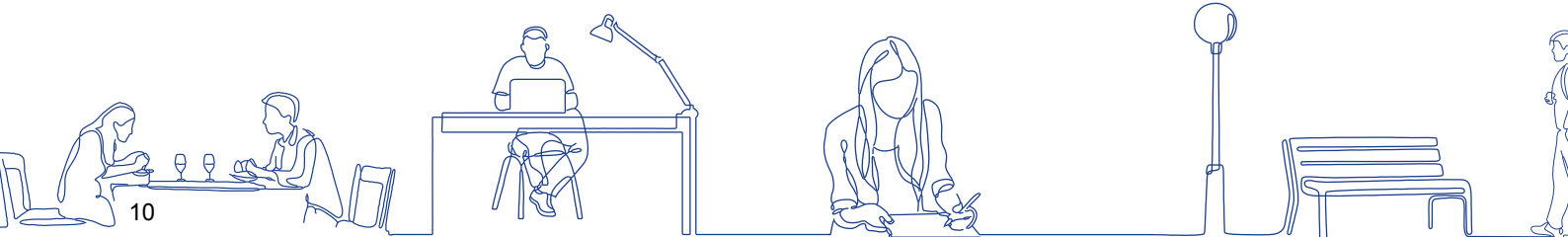
**Committee Services** support the decision-making process of the Council by providing administrative support to the Council's Panels, Boards and a variety of Member/ Officer Working Groups. This work includes the preparation and electronic distribution of reports ahead of council meetings, clerking the meeting, dealing with system requirements in relation to broadcasting the meeting and the



## Finance, ICT and Procurement

The Service has the following responsibilities:

1. Corporate and service finance, including accounting and budgeting
2. Treasury, banking, and income management
3. Revenues Administration
4. Benefits Administration
5. ICT Operations and delivery
6. ICT Enterprise Architecture
7. Corporate procurement and accounts payable







## Health and Safety, Risk Management, Insurance and Civil Contingencies

The Risk and Safety Team provides advice, guidance and support to internal Council Directorates in the following areas:

- Strategic and Operational Risk Management
- Insurance Provision and Claims Handling
- Health and Safety at Work
- Civil Contingency Planning
- Business Continuity Planning



## HR and Payroll

HR and Payroll play a lead role in developing and implementing the strategic framework of employment policies, procedures and

conditions of service including pension administration in line with employment and HMRC legislation.

The service supports Council priorities through the provision of policy frameworks and standards in relation to the management of Council employees and the promotion of a positive and inclusive working culture. The service also works in partnership with recognised Trade Unions to develop and implement new initiatives.

The service is committed to continuous improvement in the delivery of our services by way of service redesign and implementing

new ways of working through enhanced digital functionality which supports organisational change and modernisation of working and employment practices in the achievement of Council strategic plans and priorities.

More recently the development and implementation of Oracle Fusion an integrated financial, procurement, HR and payroll system has been one of the main projects for the service which will deliver improved ways of working within the service as well as across the council through the roll-out of manager and employee self-service functionality.

Continually working with services to identify strategies to support the recruitment and retention issues currently experienced across council services. A pivotal project for the service has been the design and implementation of a new pay model where the first point of the pay model is above the Living Wage rate, making the Council an employer of choice in the local area.

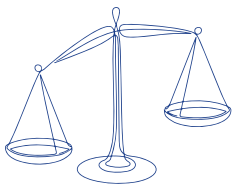
Post COVID-19 there has been a strong emphasis on employee wellbeing particularly in relation to mental health where additional resources have been made available and continue to be developed.





### Internal Audit & Corporate Fraud

Internal audit is an independent, objective assurance and consulting activity. The main objectives are to; examine, evaluate and report on the adequacy of internal controls as a contribution to the efficient, effective and economic use of resources; follow up the implementation of audit action points; prepare an annual evidence based opinion on the adequacy of the Council’s internal control systems; assist officers and members of the authority in the effective discharge of their responsibilities including the Section 95 Officer responsible for ensuring the proper administration of the authority’s financial affairs; and, support the Chief Executive in discharging their overall responsibilities as Head of Paid Service. The Corporate Fraud Team is a specialist investigative unit with the Internal Audit and Corporate Fraud Service with responsibility for proactively and reactively investigating all types of fraud against the Council.



### Legal and Licensing

The Legal and Licensing Service provides advice and support to Council Services, Elected Members and the Council including legal advice for the Council and its various panels and committees, and for all other Services across a broad range of areas including litigation, property, contract matters and regulatory considerations within the planning system. The Service also provides licensing services to the public (Liquor, Civic Government and Gambling).



### Organisational Development

Organisational Development support the design and implementation of corporate and change projects such as organisational culture change; employee engagement; workforce and succession planning and reward and recognition. They support managers to develop the workforce and assist in the implementation of the people strategy and the employee deal.

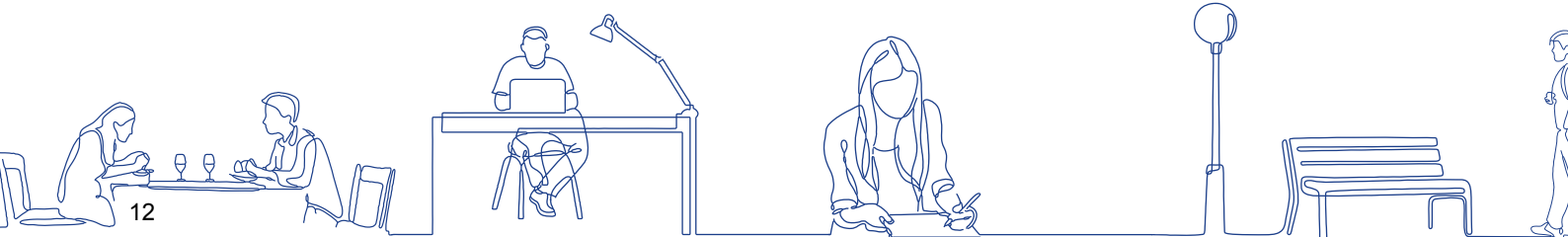


### Procurement

The Procurement Service have 4 key objectives,

1. Procurement Capability Development;
2. Maximising Efficiencies Through Procurement;
3. Development of Collaborative Opportunities;
4. Fulfilment of Sustainable Procurement Duties.

These objectives, alongside the Public Contracts (Scotland) Regulations 2015, provide the framework for all the Council’s procurement activities.







## Registration, Records and Information Services

### Ayrshire Archives

Ayrshire Archives was formed in 1996 to comply with Sections 53 and 54 of the Local Government (Scotland) Act 1994, as local authorities have a statutory obligation to make proper arrangements for the preservation and management of records transferred to them or created by them. The Ayrshire Archives is funded by all three Ayrshire Councils, with South Ayrshire Council acting as the lead authority. Public access to archived records and documents is provided for South Ayrshire at South Harbour Street, Ayr. The team are responsible for selecting, appraising, cataloguing, and interpreting records and making them or information about them available to the public.

### Information Governance

The Information Governance (IG) Team provides a central resource in supporting the Council meeting its legal obligations under Freedom of Information and Environmental Information Requests, compliance with the Public Records (Scotland) Act 2011, Records Management, Complaints and Data Protection Legislation. They also coordinate the postal voting service during Elections and provide general support for a variety of election functions including answering general queries for the election office, collating equipment for polling staff, assisting with the allocation of materials/registers /notices to polling staff.



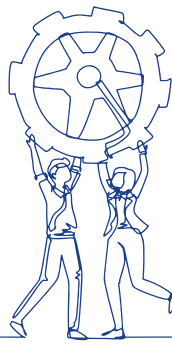
## Transformation and Strategic Change

In our Council Plan we set out the range of work we are doing to create a prosperous South Ayrshire. Our Transformation and Change Programme will accelerate how we do this, both in terms of delivering investment in the right areas and changing how we work as an organisation, to become more efficient and cost effective, bringing benefits to our residents.

We will be looking at how we work as a Council, increasing the digitisation and automation of services to make it easier for residents and businesses to access Council services



# Council Plan Priorities and Outcomes 2023-2028



The Council's priorities and outcomes place an emphasis on the connection between our places and the wellbeing of our communities and environment. The place-based approach recognises that every area has a different blend of physical, social, and economic characteristics that influence each other and aims to address complex problems that no service alone can solve. The priorities provide a common framework, aimed at promoting a shared understanding that encourages services and partners to work collaboratively to achieve improved outcomes and wellbeing for our communities.

**Priority One**  
**Spaces and Places**

*south*  
**AYRSHIRE**  
COUNCIL  
Comhairle Siorrachd Air a Deas  
Making a Difference Every Day

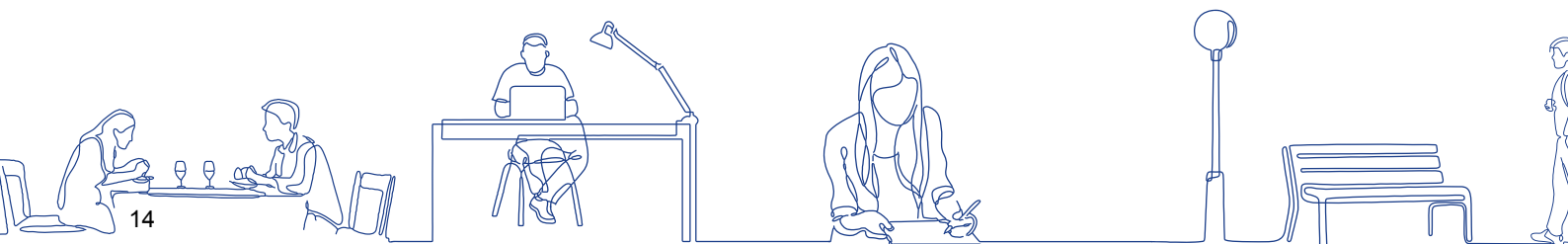
[south-ayrshire.gov.uk](http://south-ayrshire.gov.uk)

## Moving around and the environment

Everyone can access streets, places and spaces that make a positive contribution to wellbeing, are well connected, well designed, and maintained.

## Play, Sport and Recreation

Everyone can access a range of high quality, safe, well maintained, accessible places with opportunities for play, sport and recreation.





## Priority Two Live, Work, Learn



[south-ayrshire.gov.uk](http://south-ayrshire.gov.uk)

### Education and lifelong learning

Everyone benefits from high quality education and lifelong learning and is supported to learn and fulfil their potential.

### Work and economy

Everyone benefits from a local economy that provides opportunities for people and helps our businesses to flourish.

### Housing

Everyone can find a good quality home that they can afford, that meets their needs and is in an area where they feel safe and connected.





## Priority Three Civic and Community Pride



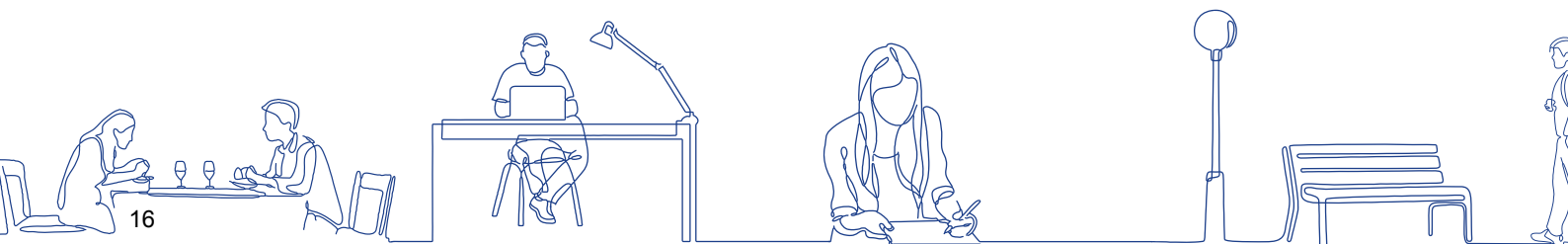
[south-ayrshire.gov.uk](http://south-ayrshire.gov.uk)

### Pride in South Ayrshire

Everyone (residents, visitors, and tourists) can enjoy attractive destinations and people are proud to live in our towns and villages and celebrate our culture and heritage.

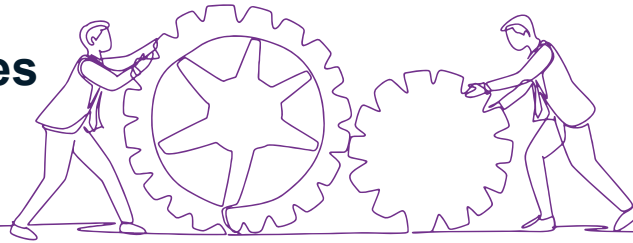
### Community Engagement

Everyone has the opportunity to influence and contribute to what happens in their local area.





## Our cross-cutting themes



Local government and partner agencies work in complicated legislative and strategic landscapes that often unintentionally result in silo working and inefficient use of resources. To increase opportunities for effective collaboration and ensure key local and national priorities are always part of our decision-making process, a new integrated impact assessment will be developed. The impact assessment will encourage services to explore where priorities overlap and converge, allowing for a more joined up approach to tackling shared strategic challenges.

Our cross-cutting themes that will be incorporated into the impact assessment include:



### Equalities and the Fairer Scotland Duty

The Public Sector Equality Duty (PSED) (or general duty) in the Equality Act 2010 came into force in April 2011, this requires the Council in the exercise of their functions to have 'due regard' to the need to:

1. Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct.
2. Advance equality of opportunity between those who share a protected characteristic and those who do not; and
3. Foster good relations between those who share a protected characteristic and those who do not.

As a local authority we must also give due regard to reducing socio-economic disadvantage such as low/no wealth, low income, area deprivation and material deprivation.

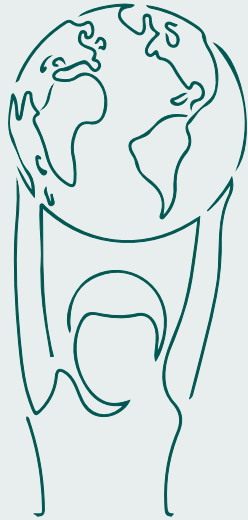
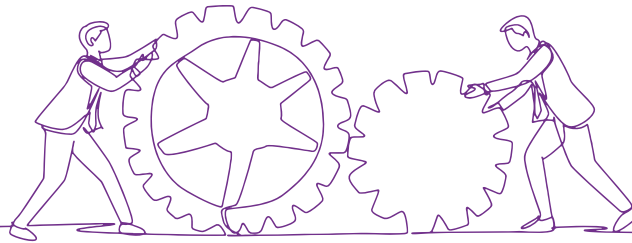
Equalities Impact Assessments (or scoping papers) that incorporate the Fairer Scotland Duty are already a requirement for all Council decisions and will continue to be so.



### United Nations Convention on the Rights of the Child (UNCRC)

The proposed enshrinement of the UNCRC into domestic law requires public bodies and the children's services partnership to act in a manner which is compatible with the UNCRC and report every three years on what they are doing and plan to do to meet the UNCRC requirements.





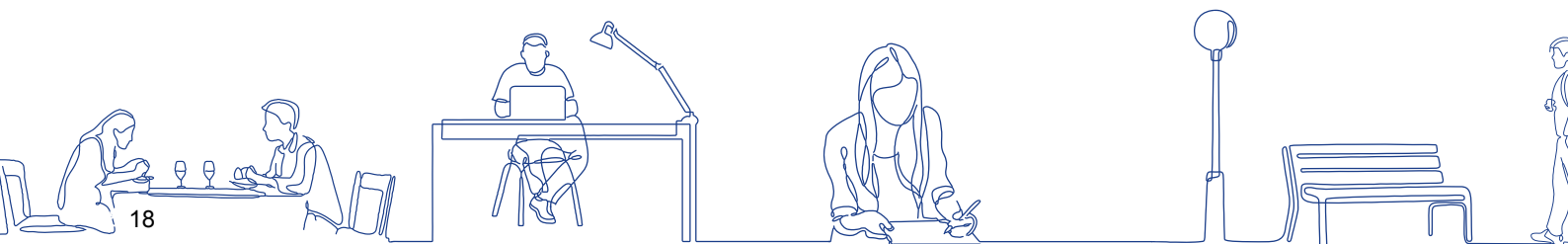
## Sustainability, climate change and biodiversity

The council aims to both fulfil and show leadership in relation to our statutory climate change, sustainability, and biodiversity duties across all our services, decision making and work with partners. We have committed to be net zero by 2045 and to adapt to the already locked in impacts of a changing climate. In doing so we aim to ensure a just transition for people and nature, supporting ecological recovery and wellbeing, reducing inequalities and creating sustainable, liveable places where people are connected to nature, climate literate and understand the natural systems we rely on, are supported to develop green skills and can work in a fast-evolving local green jobs market, travel less overall and make active and sustainable travel choices first.

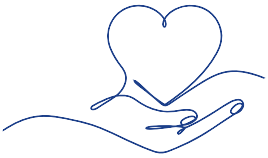


## Our Ageing Population

South Ayrshire has one of the oldest populations in Scotland and this will get increasingly pronounced. For example, the over-75 population will almost double in the next 20 years. This results in challenges not just for formal health and care services – like hospitals, primary care and care homes – but also the wider supports that older people may need to keep independent, healthy, active and connected. This means that services that South Ayrshire Council has responsibility for such as housing, leisure, libraries, as well those of wider Community Planning Partners (such as transport, NHS, Health and Social Care Partnership, voluntary groups) will be materially affected by this very significant local demand. Developing a workforce sufficient to meet this issue will be one of the most significant collective challenges in the locality.







## Trauma Informed Practice

The Council has agreed to become a trauma-informed Council. Officers are developing proposals which deliver on the following objectives:

- to become a trauma-informed organisation that recognises the impact trauma can have on people's lives;
- to deliver services in a way that responds to individuals' needs by creating nurturing and supportive environments where people feel valued;
- adopt the trauma-informed principles of safety, choice, collaboration, empowerment, and trust in our approach to service delivery; and
- to support our partner organisations in adopting a trauma-informed approach as part of a Trauma Informed South Ayrshire.



## The Promise

In 2020 Scotland made [the Promise](#) that care experienced children and young people will grow up loved, safe and respected. By 2030, that promise must be kept.

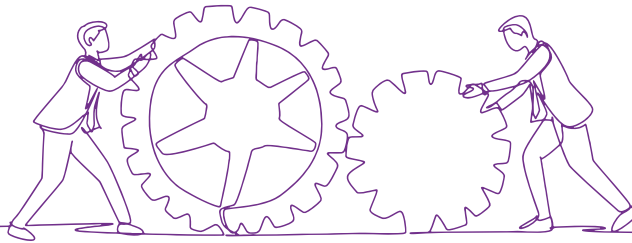
South Ayrshire's Parenting Promise is a plan written for those who are care experienced and details what you can expect of us as your Corporate Parents. As Corporate Parents, under the Children and Young People (Scotland) Act 2014, it is our role to make sure that our attention and resources are focused on upholding the rights, safeguarding and promoting the wellbeing of South Ayrshire's 'looked after children' and 'care leavers'.

We want to make South Ayrshire the best place it can be for children, young people and their families and it matters to us that all young people get the chance to grow up loved, safe and respected to be the very best they can be.

It is important to us that South Ayrshire's Parenting Promise shows how committed we are in South Ayrshire to working together to [#KeepThePromise](#) to all the children and families that we work with and for.

We are leading, collaborating, and driving change through South Ayrshire's 10 Improvement areas right now. You will find South Ayrshire's 10 improvement areas within our [Promise outline](#).





## Best Value

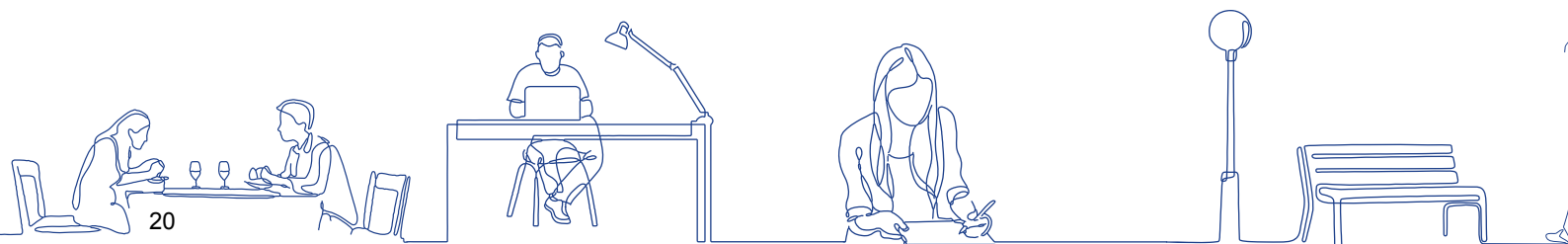
South Ayrshire Council has an ongoing commitment to Best Value which is monitored through a Members Officers Working Group that supports the development of South Ayrshire's approach to meeting key aspects of Best Value. Areas of focus include:

- Delivery of South Ayrshire's Best Value Action Plan
- Council Plan and Community Planning
- Performance and outcomes reporting
- Medium and long-term financial plans
- Workforce Plan Strategy
- Transformation Strategy
- Treasury Management Strategy
- Community Engagement Strategy
- Elected Member training and development



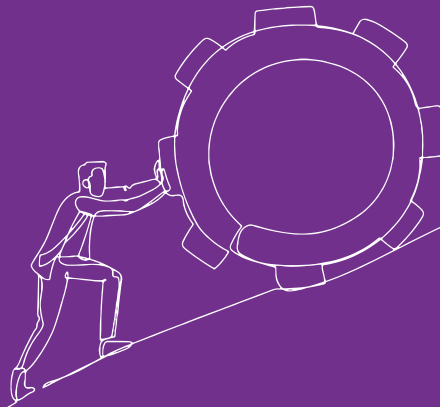
## Reporting and Governance

In order to report effectively on our progress towards meeting the Council's priorities, new service plans will be developed by each service. The service plans will show the specific activities required to deliver our priorities and a range of performance measures, data and targets will be developed which will help measure our impact. Regular reports will be submitted to the Service and Performance panel for scrutiny.





# The Challenges



The [Local Government in Scotland Overview 2022](#) has outlined the major challenges and changing local government environment faced by Scottish local authorities:

- Alongside the ongoing response to the pandemic, councils have faced challenges in recovering services, dealing with increased demand and backlogs, and meeting community needs and expectations. This has taken place against a backdrop of long-standing pressures such as increased demand from an ageing population and rising poverty.
- Councils are operating in a difficult and uncertain strategic context and face longer-term financial pressures, a lack of certainty and flexibility over long-term funding, and the prospect of major service reforms. This challenging context needs local government leaders skilled in effective strategic thinking, decision-making and collaborative working, and able to learn lessons from new ways of working. Collaborative leadership is more important than ever as councils work with partners, communities, and citizens to support recovery and improve outcome.
- Councils are continuing to experience challenges with skills shortages and issues with staff wellbeing. Workforce plans will need to be critical and wellbeing support for the workforce must be maintained.
- Councils have worked hard and adapted well to maintain service delivery. However there are some areas where Council services are still under pressure. Councils must ensure that the most vulnerable people in our community are supported.
- The early response showed what could be achieved by working closely with communities and the voluntary sector. This momentum may be lost if communities and the voluntary sector are not involved in shaping recovery. Flexible governance and decision-making structures will be needed, as will opportunities for more local participation.
- Data has been important in guiding the response to the pandemic but there are key areas where a lack of data could hamper recovery, such as unmet needs, service demands and backlogs. Data is a key tool in tackling inequality but there are gaps in equality data, particularly at a local level.



[south-ayrshire.gov.uk](http://south-ayrshire.gov.uk)

*south*  
**AYRSHIRE**  
COUNCIL  
Comhairle Siorrachd Àir a Deas  
Making a Difference Every Day