

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

July – September 2020 Report



Council Plan 2020 Refresh

Progress Key

	No progress		On target		Not on target, some concerns		Complete
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1.1 We will design our services with people at the heart

COPL 01.1a	Redesign and rebuild the Council's website with a focus on delivering digital services and digital engagement.	Service Leads – ICT Enterprise Architecture and ICT Operations	Work has progressed on a range of new digital services to support the recovery and renewal efforts as we continue in the pandemic. Many of the services based on Lagan have been replaced or are in the process of being changed including Licensing, Complaints and Waste. Work is focussing on service level rather than the top level pages of the website at the moment.	45%		31-Mar-2022
COPL 01.1b	Relocate Ayrshire Archives and Registration to a purpose build repository at South Harbour Street.	Co-ordinator – Registration, Records and Information	An amended date of 18 December 2020 has been given by the builders. However with the recent spike in COVID cases in Scotland, we may see stricter restrictions being adopted that may affect this provisional date. Archive staff are however back at Watson Peat two days a week carrying out physical tasks to prepare for the move in-line with the Trades Union's agreed risk assessment.	20%		31-Mar-2022

1.2 We will invest in our workforce for the future

COPL 01.2a	Provide Service Leads with Workforce Planning support and advice.	Service Lead – Organisational Development and Customer Services	Annual workforce profiles have been issued to each Service Lead providing snapshot workforce information for their service area. Service Leads also have the facility to pull workforce information directly via the Oracle Service Reporting Tool. The profiles, alongside the Service Reporting Tool, will help Service Leads to consider broader workforce planning requirements, alongside more immediate and specific recovery planning. To provide further support, a new Workforce and Succession Planning Toolkit is now available on the Core. This provides Service Leads with further guidance on aspects such as horizon scanning, planning templates, and service case studies. We will enhance and expand the toolkit as national workforce guidance develops.	100%		31-Mar-2022
COPL 01.2b	Create modern apprenticeship opportunities across South Ayrshire for our young people.	Service Lead – CLD and Employability and Skills	In August 2020 we were able to recruit Modern Apprentices (M.A) in Craft Trade, Waste Management, Hospitality and Roads. In September 2020 we also offered SAC staff (under 25yrs) the opportunity to complete their SVQ Level 3 in Business and Administration. Ten members of staff have expressed an interest in this opportunity; our assessors will assess their suitability in October before registering them on the programme.	70%		31-Mar-2022

			Three of the four Youth Work Modern Apprentices due to finish with Community Learning and Development (CLD) next month have secured temporary positions with SAC until March 2021. One of the M.A.'s is also being supported to progress to university to complete the CLD professional qualification. Between October - March we plan to recruit M.A.'s in Horticulture, Sport & Leisure, Youth Work and Social Services Children and Young People.			
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1.3 We will plan well for the future using sound evidence and involve our communities

COPL 01.3a	Strengthen our tenants' voice through the implementation of our Tenant Participation Strategy.	Co-ordinator – Housing Policy and Strategy	The Tenant Participation (TP) team has continued to implement the TP Strategy over recent months, despite the challenges brought about by lockdown. This period has prompted greater engagement with tenants through digital means as well as supporting tenants' digital inclusion. The team were successful in accessing Scottish Government funding for iPads for two digitally excluded tenants, and have made supporting tenants during this time a priority. At the same time they have continued to work with tenants on TP activities, including Monitoring Group, Communications Group, HRA Scrutiny and the Tenants' Choir.	50%		31-Mar-2022
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COPL 01.3b	Work with services to improve budget monitoring and forecasting processes in order to facilitate more effective management of Council resources.	Service Lead – Corporate Accounting	This objective has two key elements: system functionality and manual processes. System functionality: This element was first introduced as a standalone workstream to procure and implement software to supplement the Council's existing financial system by providing budget holders with direct access to financial information through a 'self-service' style dashboard. However, it has subsequently been subsumed by a collaborative strategic review of the Council's financial, payroll, HR and procurement operating systems, overseen by specialist ICT consultants. A series of workshops with stakeholders and service users have been held to determine functional requirements and view vendor demonstrations. A report was presented to Leadership Panel in October 2020 seeking approval for the preferred route forward, leading to a procurement exercise. Manual processes: Although the majority of improvement tasks associated with this objective will be determined by system functionality, work to improve budget monitoring and forecasting techniques continues through regular review of past experience and engagement with client services.	10%		31-Mar-2022
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COPL 01.3c	Conduct periodic reviews our HRA Business Plan in consultation with tenants, to identify investment priorities and inform the rent setting process.	Service Lead – Housing Services	2020/21 is the final year of the 2% rent increase agreed by Council following previous consultation with tenants. Following completion of the year end process, budget lines within the Housing Revenue Account (HRA) have been reviewed and the HRA Business Plan is currently being updated to take account of outturns and other assumptions relating to future revenue expenditure, capital investment and housing new build activity. A meeting is scheduled with Portfolio Holder in early October 2020 to review potential options for consultation on future rent setting. It is proposed that further consultation will take place with tenants later this year and proposals for this consultation are being developed, taking account of Covid-19 restrictions, in advance of a future report to Council in January 2021 on future rent setting.	45%		31-Mar- 2022
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1.4 We will adapt our services to reduce inequalities and help the most vulnerable in our communities

COPL 01.4a	Develop an integrated approach to Trauma-Informed Practice in partnership with Community Planning Partners.	Co-ordinator – Housing Policy and Strategy	Work is progressing through partnership working with the Alcohol Drugs Partnership and NHS Education for Scotland.	30%		31-Mar- 2022
COPL 01.4b	Review the Council's House Allocations Policy to make best use of available housing stock.	Service Lead – Housing Services	Work on the Allocations Policy continues, the policy is being reviewed in line with the most recent guidance issued by the Scottish Government. This guidance has been assessed by officers, links have been made to current practice and areas have been highlighted where changes are required. Work is ongoing to identify how housing need will be assessed going forward for the reasonable preference groups defined by legislation, along with priority groups that have been identified. Options are being explored to enhance the information on housing options and advice that will be provided to applicants, including the option of a housing options wizard which would be tailored and localised for South Ayrshire. Further areas of work have progressed which includes, consulting with staff and other partners to assist with assessing the impact and outcomes of the new policy. Work continues in assessing a potential points criterion and how points will be awarded to applicants, ensuring that any new policy operates by giving reasonable preference to the 3 groups stipulated by the changes to the Act, while still allowing applicants to access social housing. A draft a consultation plan is being considered. Progress in this area has been impacted by Covid-19. The plan will consider proposals for consultation taking place with Elected Members, staff, tenants, partner agencies, applicants and service users in various stages throughout the process of devising the new policy proposals, prior to consultation on the full proposed new allocations policy	30%		31-Mar- 2022

COPL 01.4c	Undertake a phased review of Benefits Services to ensure a responsive and customer focused approach is provided to support those affected by Welfare Reform.	Service Lead – Revenues and Benefits	The Service Review has been delayed due to conflicting resource demands placed on the Service due to COVID 19. This has now stabilised and whilst staff are working from home the Service Review can now be progressed.	50%		31-Mar- 2022
COPL 01.4d	Develop a Social Lettings Service to support access to the Private Rented Sector.	Co-ordinator – Housing Policy and Strategy	Recruitment process complete, aiming to go live with properties in Jan 21.	50%		31-Mar- 2022

2 Closing the gap

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

COPL 02.1a	Continue to develop employability programmes for young people, including the WorkOut programme.	Service Lead – CLD and Employability and Skills	<p>Due to COVID-19 we have had to adapt our youth employability programmes as we are currently unable to offer work placements or face to face group work.</p> <p>The WorkOut! programme in schools has been tailored, Employability and Skills (E&S) officers are delivering employability focused accredited learning in each of the secondary schools until work placements can resume.</p> <p>Our post school 'Positive Futures' programme offers employability focused engager groups via online platforms.</p> <p>Officers are continuing to meet with young people, mainly those who are care experienced or struggling with their mental health, via socially distanced walking appointments and gardening groups.</p> <p>The number of young people engaging in our online groups is positive and we are ready to start to progress young people to the next stage of our employability pipeline.</p> <p>We are continuing to liaise with the Department of Works and Pension (DWP) and the Scottish Government regarding the development of the new 'KickStart' and 'Young Persons Guarantee' initiatives.</p>	70%		31-Mar-2022
COPL 02.1b	Implement the Educational Services Improvement Plan	Depute Chief Executive and Director, People	The educational services plan has been updated for 2020 /21. The revised 'Educational Services Recovery and Improvement Plan 2020-21' is available on the website in draft for consultation and will be brought to Leadership Panel in November 2020. The plan reflects the actions we will take in the coming year and the important recovery period as schools re open.	75%		31-Mar-2022
COPL 02.1c	Continue to work with partners to provide meals during school holidays to support activity clubs within local communities.	Co-ordinator – Community Engagement, Community Safety	Holiday meals provision was delivered to young people in targeted areas across South Ayrshire during the October school break including two in-service days. A nutritious lunch was provided for young people who attended activities in Ayr North, Girvan, Maybole and Barassie. Due to Covid restrictions activities were delivered outdoors in each of the areas, activities packs were also provided with lunches on days when the weather was poor and activities were unable to go ahead.	78%		31-Mar-2022

2.2 We will work closely with partners to support looked after children and young people and young carers to reach their potential

COPL 02.2a	Ensure young people leaving care do not have to access housing through the homeless system.	Co-ordinator – Housing Policy and Strategy	Work continues in this area with the involvement with Youth Housing Support Group and ongoing Improving Housing Outcomes for Young Care Leavers group. Options to better meet the needs of this group are currently being explored as part of the Housing Support Review.	25%		31-Mar-2022
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COPL 02.2b	Implement the Child Poverty Action Plan to help close the opportunity Gap	Assistant Director - People	The Child Poverty Action Plan update for the 2019/2020 period is being published following approval by the Community Planning Partnership Board on 29 October 2020.	30%		31-Mar-2022
COPL 02.2c	Work to improve the legal permanence journey for care experienced children.	Service Lead – Legal and Licensing	The officer meeting on 4th August 2020 went ahead as an update for Chief Social Work Officer, Scott Hunter, who had not been involved until now. Further date to be fixed for the group with CELSIS to progress PACE programme. This may take the form of remote meetings in the meantime, given current pandemic conditions.	50%		31-Mar-2022
COPL 02.2d	Work closely with Young People Support and Transition Team, Champions Board and Employability and Skill to improve outcomes for young people.	Service Lead – CLD and Employability and Skills	Our Community Learning and Development Officers engagement with young people has been limited between July and September due to COVID. Our officers are involved in the multi-agency meetings with young people and social work and continue to support Employability and Skills and The Champions Board through Youth Work.	70%		31-Mar-2022
COPL 02.2e	Work with partners to improve employability outcomes for care experienced young people.	Service Lead – CLD and Employability and Skills	<p>Employability and Skills Officers continue to work in partnership with the Young People Support and Transition Team (YPST) to improve employability outcomes for young people who are Care Experienced.</p> <p>Multi-agency meetings take place every 4 weeks to track every young person who is care experienced. Additional support is provided for those young people who require assistance to help them sustain their destination. The meetings also quickly identify if a pathway is not suitable for a young person and an alternative is found.</p> <p>Our dedicated care experience team (Family Firm) team have been engaging with young people through online zoom calls and socially distanced walking and garden groups since August.</p> <p>Two E&S officers were based within the Children's Houses during lockdown, this helped officers build positive relationships with young people.</p> <p>Two M.As who are care experienced have required enhanced support over the past couple of months.</p> <p>One young person who is care experience is on a work trial through our Care Experienced guarantee, his trial with Waste Management commenced on Monday 28th September 2020.</p>	70%		31-Mar-2022
COPL 02.2f	Deliver targeted employability programmes for care experienced young people and a supported employment programme for young people with additional support needs.	Service Lead – CLD and Employability and Skills	Our Supported Employment Programme and Family Firm Team continue to engagement with young people via online platforms. Online engagement with young people with additional support needs (ASN) has been positive, young people have participated in personal develop and independent living programmes while developing their employability skills.	70%		31-Mar-2022

			<p>Outdoor gardening groups started this week and young people have engaged positively. E&S have delivered digital devices to young people who were digitally excluded to allow them to participate on the programmes.</p> <p>Two participants on our Tailored Jobs programme continue to engage positively on the programme.</p> <p>DWP continue to send referrals to the team despite limited opportunities.</p>			
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2.3 We will invest in our young people, raising attainment and creating modern and engaging places for our young people to learn

COPL 02.1b	Implement the Educational Services Improvement Plan	Depute Chief Executive and Director, People	The educational services plan has been updated for 2020 /21. The revised 'Educational Services Recovery and Improvement Plan 2020-21' is available on the website in draft for consultation and will be brought to Leadership Panel in November 2020. The plan reflects the actions we will take in the coming year and the important recovery period as schools re-open.	75%		31-Mar-2022
COPL 02.3a	Continue to invest in new and improved technology for schools to enhance the environment that supports learning and teaching for children.	Service Lead – ICT Operations	Work is continuing with education colleagues to establish priority areas for ICT investment. Thus far progress in the schools estate includes deployment of an upgraded and resilient Wide Area Network, increased WiFi provision, introduction of device management for handheld tablet devices and increased deployment of interactive screens.	45%		31-Mar-2022
COPL 02.3b	Build collaborative capacity across the South West to improve outcomes for learners by offering and facilitating peer to peer, school to school and authority to authority professional learning.	Depute Chief Executive and Director, People	<p>During the first half of this session, September 2019 – March 2020, the South West Educational Improvement Collaborative (SWEIC) made good progress implementing the Regional Improvement Plan 2019. However, following the COVID-19 crisis and schools closing in March, activity at RIC level has been limited.</p> <p>High level critical indicators and SWEIC performance data have been updated and reviewed. More than half of the critical indicators have improved, however it is too early to use this data to comment on any positive impact of the work of the SWEIC.</p> <p>A wide range of Professional Learning opportunities has been organised by the workstreams to support the professional development of staff, to ensure the highest standards and expectations for all children and young people. Feedback from Professional Learning and regional events is very positive with participants appreciating the time and space to collaborate with colleagues, sharing their practice and potential solutions to challenges. This has impacted positively on school improvement as staff now have wider networks in which to collaborate, sharing and deepening their expertise.</p>	75%		31-Mar-2022

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

COPL 02.4a	Deliver a programme of projects to ensure our schools and other community hubs are placed at the heart of our communities, with the required services delivered from the most suitable sites.	Assistant Director – People and Place	Our youth Employability and Skills officers have now resumed their work with school leavers and other young people who need employability support. Arrangements are in place to meet with young people on an individual or small group basis to allow the team to target vulnerable people in our communities. The Targeted Family Support service continues to support vulnerable families to access a range of agencies and services to help improve outcomes for our children and families. The new community room has been completed in Newton Primary. Initial meetings have taken place with staff across the Council in terms of how this can be used to support communities both during the school day and in the evening.	55%		31-Mar-2022
COPL 02.4b	Deliver a targeted programme of family support including employment interventions, money and debt advice and onward referral to appropriate agencies within the school based local hubs.	Service Lead – CLD and Employability and Skills	Our Targeted Family Support Officers continue to support families with employability support, income maximisation and support with food and other essentials. Referrals continue to be fluid and officers continue to provide support and guidance via telephone, online and garden visits. E&S and Advice & Information HUB are piloting a multi skilled officer being based in North Ayr and Girvan to enhance the support to clients. Discussions regarding the use of the new Community Room at Newton Primary school are ongoing.	70%		31-Mar-2022
COPL 02.4c	Continue to build new schools to improve the environment that supports learning and teaching for children and young people and to provide a base for local hubs in areas of highest deprivation.	Service Lead – Special Property Projects	Ayr Grammar PS is ongoing and will be complete December 2020. Maybole Community Campus and Prestwick Educational Campus Projects are moving through the design development phase and targeted to be on site early 2021.	45%		31-Mar-2022

2.5 We will ensure the Council is sufficiently resilient and adaptable to changes that affect the lives of all residents especially those in poverty

COPL 02.5a	Work with partners to respond to Scotland's 'Transition to Rapid Rehousing' for homeless and potentially homeless households.	Co-ordinator – Housing Policy and Strategy	Feedback on Year 1 update received from Scottish Government in August 2020. Response to be provided in partnership with Housing Operations colleagues.	25%		31-Mar-2022
COPL 02.5b	Expand the Housing First service to meet the needs of people with experience of repeat homelessness and complex needs.	Co-ordinator – Housing Policy and Strategy	Housing First project continues to provide positive outcomes, and currently has a caseload of 23 households, of which the majority are in secure accommodation. Further expansion of the scheme will be dependent on Rapid Rehousing Transition Programme (RRTP) funding for 2021/22.	50%		31-Mar-2022

COPL 02.5c	Monitor customer need and trends to provide targeted information and advice services, adapting our approach as required.	Service Lead – Organisational Development and Customer Services	<p>We continuously review customer trends. Recent months have shown a significant rise in approaches for assistance from first time benefits claimants and a significant rise in clients whose preferred method of contact and delivery of advice is digital (currently by email). We are therefore looking at the possibility of increasing the ways in which customers can contact us digitally, such as a 'web help' service going forward. The COVID period (23 March - 28 August 2020) saw a significant increase in enquiries and need for the services we offer. We handled 4846 customer enquiries. In the same time period in 2019 we handled 2838 enquiries.</p> <p>We recruited two temporary additional advisors who are currently undergoing training to maximise service resilience in light of the significant ongoing increase in people who need help.</p> <p>We are working in conjunction with Employability and Skills and Skills Development Scotland through the Partnership Action for Continuing Employment (PACE) to assist local people who are facing redundancy. We continue to provide a full service by phone and email but have measures in place to offer face to face enquiries by exception for people who are vulnerable and unable to carry out their enquiry by phone.</p>	80%		31-Mar- 2022
COPL 02.5d	Support people who are furthest away from the labour market through each stage of the employability pipeline and into work.	Service Lead – CLD and Employability and Skills	<p>Employability and Skills Officers continue to support both young people and adults who are furthest away from the labour market in to employment or training.</p> <p>Our No-one left behind officers continues to support young people via online activities and outdoor walking groups. Our European Social Fund programme officers continue to provide support to adults who have barriers to employment.</p> <p>Referrals from the DWP continue to be fluid and officers continue to provide support to adult who require enhanced support.</p> <p>E&S are currently developing proposals for the new KickStart and Youth Guarantee initiatives that will offer intermediate employability opportunities for young people aged 16-24 years.</p>	70%		31-Mar- 2022

3 Grow well, live well, age well

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

COPL 03.1a	Deploy and actively market technology solutions to enable collaboration. Expand and upgrade shared technology services and data sharing between the Council, the Health & Social Care Partnership and NHS Ayrshire and Arran.	Service Leads – ICT Enterprise Architecture and ICT Operations	Work is continuing on the M365 implementation programme with many of the technical requirements now complete or being worked on. This includes the migration of our email service to the Cloud. Work has also started on the Governance for M365 and once complete this will allow for new services to be deployed including Teams. Immersion sessions have also started with staff across the organisation to begin the awareness process for this work and to drive the desire for change. Work is also underway to migrate our existing on-premise SharePoint 2010 to the latest version (2019) in the Cloud. It is hope to complete some pilot migrations during October.	45%		31-Mar-2022
COPL 03.1b	Work with partners to meet the identified housing needs of Health and Social Care Partnership service users.	Co-ordinator – Housing Policy and Strategy	In addition to partnership working to provide accommodation for care leavers, the housing service has provided new accommodation to meet specific identified needs of HSCP clients with poor mental health and learning disabilities in Ayr and Girvan. A further 12 Ayrshire Housing new build units in Elba St, Ayr have been identified for exclusive use by the HSCP. These will become available in Nov/Dec 2020.	40%		31-Mar-2022
COPL 03.1c	Adapt our properties to provide modern fit for purpose facilitates which can be better utilised by Services and their clients.	Assets Systems Manager	Disabled adaptations at Hillcrest and South Lodge care Homes have been put on hold as a result of the COVID-19 pandemic. Disabled access ramp at Holmston Primary school were completed in August, design works is nearing completion for disabled adaptations at Overmills day care centre.	20%		31-Mar-2022
COPL 03.1d	Work with colleagues in the South Ayrshire Health and Social Care Partnership to improve on the management of contracts which support the health and wellbeing of South Ayrshire residents.	Service Lead – Procurement	A pilot programme of contract management took place in August with one Adult Services contract. Following the pilot, further work is required with colleagues in HSCP before the final process is implemented.	10%		31-Mar-2022
COPL 03.1e	Engage with the Champions Board and care experienced young people when monitoring and renewing contracts for Children's Services.	Service Lead – Procurement	The member of staff who will be responsible for carrying out this activity has not yet been transferred from HSCP. Assurances from HSCP have been received that this post will be transferred by December 2020 (following approval by the Leadership Panel on 27 October 2020).	10%		31-Mar-2022
COPL 03.1f	Work in partnership to help protect vulnerable adults and those living with dementia from doorstep crime. (Protection from phone scams, mail scams and bogus callers).	Service Lead – Trading Standards and Environmental Health	The service during the period 1st April 20 to 30th June 20, dealt with 13 requests for assistance for vulnerable people targeted by phone scams. They also issued 7 news alerts to local residents regarding possible scams and rogue trading. A report is generated at the end of the quarter and new information will be entered for quarter 2 once end of quarter reporting is complete.	75%		31-Mar-2022

COPL 03.1g	Develop and implement a Sports, Leisure and Physical Activity Strategic Framework.	Co-ordinator – Health and Wellbeing	A paper will go to the November Leadership panel followed by a launch of the new strategic framework early in 2021. All stakeholders are continuing to contribute to the vision of physical activity and sport across South Ayrshire.	25%		31-Mar-2022
COPL 03.1h	Work in partnership to deliver the South Ayrshire Health and Social Care Partnership Strategic Plan 2018-2021.	Senior Manager – Planning and Performance (HSCP)	<p>The Health and Social Care Partnership are beginning to draft the new Strategic Plan which requires to be published by the end of March 2021. One of the main considerations in developing the plan is to ensure it is aligned to partner’s key strategies and plans such as the Children’s Services Plan.</p> <p>A consultation exercise is currently under way on ‘What matters to you?’ in terms of health and social care. There are three surveys targeting children and young people, the Third Sector and Providers and the public. The surveys ask broad questions and ask for feedback on positive and negative experiences of health and social care services as well as comments on our current Strategic Plan</p>	70%		31-Mar-2022

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

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

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

COPL 04.1a	Work with our neighbouring authorities to support the Local Wealth Building agenda.	Service Lead - Procurement	Progress is on-going and the support from Economic Development to Local Wealth Building (LWB) in procurement contracts has been reinstated following a busy period for the Economic Development team due to COVID-19. An Ayrshire Meet The Buyer event has been proposed for May 2021, partnership working with our neighbouring authorities will be required to deliver this event.	25%		31-Mar-2022
COPL 04.1b	Implement the Strategic Economic Plan for South Ayrshire.	Service Lead - Economy and Regeneration	Draft Strategic Economic Plan: Vision 2030 has completed and being submitted for discussion at November Leadership Panel. The proposed strategy is building on the Council plan has been updated following COVID-19. It provides good alignment with draft Regional Economic Strategy and Scottish Government strategies.	50%		31-Mar-2022
COPL 04.1c	Implement the Ayrshire Growth Deal Programme.	Service Lead - Economy and Regeneration	Business Cases have now been developed sufficiently to progress towards deal signing. All deal documentation has been submitted to both UK and Scottish Government (SG). SG has completed its approval process, UK Government is still in progress. A virtual deal signing event is scheduled for 19 November.	95%		31-Mar-2022

4.2 We will be ambitious when transforming our town centres, making them appealing place, with enhanced social and cultural events

COPL 04.2a	Create a Heritage Hub on Ayr High Street and deliver a programme of exhibitions, events and tours incorporating local heritage assets.	Service Lead- Community Services and Facilities	COVID has led to delays in the work on the heritage Hub. Preparatory work in terms of listed Building Consent, building warrant and design are significantly progressed and it is anticipated that property maintenance will get work underway at the start of 2021	25%		31-Mar-2022
COPL 04.2b	Deliver the office rationalisation programme to ensure the best use of Council-owned facilities.	Service Lead - Special Property Projects	Demolition of Burns House will commence Nov 2020 and will take 5 months to complete. Work has now recommenced on a number of other locations including Wellington Square, former Clydesdale Bank, Riverside House and Troon Municipal Buildings	45%		31-Mar-2022

4.3 We will enhance collaborative working to encourage more apprenticeships, training opportunities and jobs that enable economic growth

COPL 04.3a	Work collaboratively to increase the level of contractual Community Benefits the Council receives and maximise their potential.	Service Lead - Procurement	The number of Community Benefits in Contracts for 2019/20 was 34 compared to 25 in 2018/19. Regular communication with colleagues in Community Engagement has been reinstated and the Council's website which advertises support requests from local community groups and charities has been updated this month.	25%		31-Mar- 2022
COPL 04.3b	Continue to support local employers to recruit young people.	Service Lead - CLD and Employability and Skills	Employability and Skills offer wage incentives for employers recruiting young people on our programmes. Since April the demand for wage incentives has been low however the team are currently developing the KickStart initiative that will support employers to recruit young people as part of a six months paid work initiative. Youth Guarantee funding will provide enhanced wage incentives for employers.	50%		31-Mar- 2022

4.4 We will support local businesses to develop and grow

COPL 04.4a	Manage the Council's Commercial Property Portfolio so as to maximise rental income and help local businesses.	Assets Systems Manager	In order to assist tenants during the current COVID-19 crisis we have put on hold the recovery of rental for 3 months and offered rental deferrals of up to 3 months for tenants who contacted us to request support to help them through the pandemic. We have continued to provide tenants with information on the packages of assistance being made available to businesses and have assisted them with their applications for this support.	20%		31-Mar- 2022
COPL 04.4b	Work with colleagues in the Supplier Development Programme (SDP) to more actively promote Council procurement to support the local economy.	Service Lead - Procurement	Procurement has contacted Supplier Development Programme (SDP) to book a virtual Ayrshire Meet The Buyer, which is planned to take place in April/May 2021.	75%		31-Mar- 2022
COPL 04.4c	Target enforcement and support at non-compliant businesses to bring them into compliance and ensure that all businesses trade fairly, safely and equitably.	Service Lead - Trading Standards and Environmental Health	Our Food Law Inspection programme has been suspended due to the response needed for COVID-19. The Scottish Minister has suspended the requirements of the statutory Food Law Code of Practice until the end of October. It is expected that this will be extended.	0%		31-Mar- 2022

5 Stand up for South Ayrshire

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

COPL 05.1a	Deliver on the Engagement Strategy and ensure meaningful engagement with our stakeholders	Service Lead – CLD and Employability and Skills	<p>The Community Engagement Strategy was approved earlier this year. The implementation of the strategy was delayed due to COVID-19. The Service Lead met with the Leader and the Portfolio Holder in September regarding the implementation of the strategy.</p> <p>A training plan is being developed and training and awareness sessions will be delivered in October/ November.</p> <p>The Engagement Strategy will complement the Local Place Plan consultations and the Thematic Review and improve how engage with communities moving forward.</p>	60%		31-Mar-2022
COPL 05.1b	Develop a clear and recognisable brand to promote the vision and values of the council and to align with the council plan.	Co-ordinator – Public Affairs	<p>New Brand Guidelines which reflect our vision and values in line with the Council Plan are being developed. Design work in relation to the new vision and values is progressing. New branding is being added to all documents/videos produced via our internal design service.</p>	40%		31-Mar-2022

5.2 We will work with partners and communities to develop thriving places that are positive, proud and ambitious

COPL 05.2a	Support local community-controlled organisations to develop thriving places by empowering them to make better use of local community assets.	Asset Systems Manager	<p>The Council continues to encourage the progression of our community organisations to support them in creating strong, successful, sustainable and effective asset transfer proposals that can make a real difference in South Ayrshire through the acquisition and development of Council land and buildings.</p> <p>Furthermore, the objective of the Council's approved Community Asset Transfer (CAT) process and associated fund is to enable a streamlined, efficient and appropriately resourced CAT route map for an applicant that ensures equal access for all in exploring and pursuing ambitions.</p> <p>During 2019/20, 3 applications were received, 2 were approved and 1 was refused. A copy of the Council Asset Transfer Request Report for the period 2019-2020 can be found on The Council Web-site.</p>	10%		31-Mar-2022
COPL 05.2b	Deliver the Council's 'Strategic Housing Investment Plan' in conjunction with partners.	Co-ordinator – Housing Policy and Strategy	<p>New Strategic Housing Investment Plan (SHIP) currently being developed ahead of November 2020 panel.</p>	30%		31-Mar-2022

COPL 05.2c	In consultation with stakeholders prepare and deliver the Local Development Plan 2	Service Lead – Planning and Building Standards	The Modified Proposed LDP2 was approved for submission to Examination at Council on 1st September 2020. The MPLDP2 is on schedule to be adopted in 2021.	75%		31-Mar-2022
COPL 05.2d	Engage with our communities and work with them to ensure our service provision meets their needs and, through our approach to place planning, support communities to have a greater say in how services are delivered.	Assistant Director - People	The Thematic Review teams have begun to return their workplace to stand up services. However the changing landscape of restrictions may mean that some will now have to return to support the Test and Protect work and the requirement to proactively call every person who has been asked to self-isolate to identify any support they may need. As services now begin to come back on line work will resume with the thematic review and a paper will be brought forward to Panel later on this year. A survey was issued out to our communities to ask them to reflect on their experience during COVID and to also ask what they would like the future to look like with our support. To date 996 surveys have been completed. The survey runs for another week. We also held a Community Conversation online meeting with representatives from a range of different communities to discuss their experience during Covid. The transcripts from this work will be shared at a national level with a group led by COSLA.	50%		31-Mar-2022
COPL 05.2e	Actively engage with local communities and stakeholders to involve them in the design process for major capital projects and understand their aspirations and concerns.	Service Lead – Special Property Projects	An extensive consultation process has just been completed for Maybole and Prestwick Campus Projects involving all stakeholders. Public consultation is also ongoing with the Riverside Public Events Space.	45%		31-Mar-2022

5.3 We will promote South Ayrshire as a place to live, work and learn

COPL 05.3a	Maximise the use of social media as a key proactive, interactive and reactive communications tool.	Service Lead – Organisational Development and Customer Services	<p>During the COVID period (from 23 March –31 August 2020) we increased our reach and engagement on social media as follows:</p> <ul style="list-style-type: none"> • Total Facebook reach was 711,408. (Facebook stats advise an average reach this period of 9457 per post, compared to 3131 for pre Covid posts, an increase of 202 %.) • Social media reach across all three channels (Facebook, Twitter and Instagram) for the period was 3,408,090. <p>We continue to increase reach and engagement, working with partners in the Community to share posts and messaging. These include a partnership with Morrisons supermarket.</p>	75%		31-Mar-2022
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COPL 05.3b	Develop and implement a Communication Strategy.	Co-ordinator – Public Affairs	The new SAC Communications strategy was approved by Leadership Panel on 15 September, and issued to Service Leads on 22 September, along with a short video summarising the way our approach to communication is changing in line with the strategy. Service Leads have been asked to proactively promote information which demonstrates how we are 'Making a Difference', or contributes to the way we are achieving any of the 6 commitments of the Council plan. The strategy and video will be launched to employees via the Chief Executive's update on 24 September 2020.	100%		31-Mar- 2022
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5.4 We will promote South Ayrshire as a visitor destination

COPL 05.4a	Develop and implement a Tourism Strategy for South Ayrshire.	Service Lead- Community Services and Facilities	COVID-19 has had a significant impact on the tourism sector and the focus has shifted to Scottish and UK visitors in the short to medium-term. It is too early to tell when the tourism sector will reopen to international visitors so an interim strategy is being prepared which focuses on tourism in the coming 6-12 months and subject to review and refresh as global restrictions are lifted. The strategy is on track to be considered at November Leadership Panel,	45%		31-Mar- 2022
COPL 05.4b	Work with the other Ayrshire Councils to promote Ayrshire and Arran and develop further initiatives to promote South Ayrshire, the main population centres and surrounding areas as visitor destinations.	Service Lead- Community Services and Facilities	The visitor economy has been identified as a major plank in the emerging Regional Economic Strategy. Officers are working with Visit Scotland and the other Ayrshires on regional initiatives as part of COVID recovery work. Given the dynamic impact of COVID, officers are working on an interim tourism and events strategy which they anticipate taking to Leadership Panel in November 2020	25%		31-Mar- 2022
COPL 05.4c	Develop and promote our Parks and Open Spaces as a destination venue for visitors and residents.	Service Lead – Neighbourhood Services	Since the last update we have now received green flag status for Rozelle Estate in Ayr and Fullerton Woods in Troon and are waiting to see if we have been successful in retaining the green flag at Belleisle. We have also received budget through the VAT fund to improve a number of our play areas within South Ayrshire with consultation with Elected Members currently ongoing. A programme for the delivery of the play area improvements is under development.	50%		31-Mar- 2022

6 A better place to live

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

COPL 06.1a	Implement the Council's Investment Strategy with the delivery of capital projects across the Council's Property Estate.	Service Lead – Professional Design Services	Implementation of the Council's Investment Strategy with the delivery of capital projects has been severely affected by the Coronavirus pandemic (Covid-19). A shutdown of the construction industry at the end of March 2020 meant that no works were carried out on site for approximately 4 months. When works did re-commence, new working practices had to be developed and implemented to ensure safe working, such as social distancing and reduced numbers of operatives on site. The impact of COVID-19 is ongoing and it is anticipated that the delivery of capital projects will continue to be affected for the foreseeable future.	28%		31-Mar-2022
COPL 06.1b	Progress a programme of Energy Projects for Council properties that will reduce energy usage and deliver carbon reduction.	Assets Systems Manager	A number of energy projects are at design stage and will be progressed in 20/21. Newton primary school lighting project is at Tender Acceptance stage and will start on site this year.	15%		31-Mar-2022
COPL 06.1c	Maximise the funding available to improve the energy efficiency of our existing housing stock.	Private Sector and Landlord Registration Officer	<p>Follow on from August report, tenders have been issued for the following Energy Efficiency Programme for Scotland: Area Based Scheme (HEEPS:ABS) programs:</p> <ul style="list-style-type: none"> • Annbank:102 properties mixed tenure • Symington:87 privately owned properties • Ettrick Place, Ayr: 1-9 privately owned block of flats • Maybole: 206 properties of mixed tenure. <p>This will compliment contracts currently ongoing in Mossblown and in Dunure which are on site at this time.</p> <p>our Area Based Scheme 8 programme has received funding from the Government of £1.4 million complimented by £1 million Council Capital spend and will be completed in the first half of financial year 2021/22.</p>	50%		31-Mar-2022
COPL 06.1d	Work with our tenants and community representatives to improve our neighbourhoods through investment in Housing owned land and buildings.	Service Lead – Housing Services	Progress on the delivery of the 2020/21 Housing Capital Programme has been affected by the Covid-19 restrictions. External Works such as re-roofing, render and external wall insulation works, along with window replacement works are continuing. However, due to current restrictions and the limitations on households accessing other properties and the fact that an	45%		31-Mar-2022

			increasing number of households are working from home, it has been necessary to defer the planned internal modernisation works for this year to 2021/22. Essential compliance works will continue as these works can be completed by Operatives spending a limited amount of time in tenants' homes and the Council must ensure that this work is delivered. All affected tenants have been notified of this and have been assured that work will resume and will be prioritised by the Council when it is safe to do so.			
COPL 06.1e	Deliver contracts which better support sustainability and an improved environment in South Ayrshire.	Service Lead - Procurement	Focussing on the environmental factors, in 2020 the Procurement Service introduced a revised sustainability clause and weighted award criteria question which has been included in every new and relevant regulated tender, framework mini-competition, quality driven quick quote, and Social Care, Light Touch Regime contract, that Procurement have published, from January 2020. This ensures, where possible, that the Council is appointing third party contracting organisations who are committed to reducing the amount of carbon expended in the manufacture and delivery of goods and services and in the completion of construction works.	25%		31-Mar-2022
COPL 06.1f	Raise awareness of the effects of car idling on air quality and climate change and the penalties for breaching the Road Traffic (Vehicle Emissions) (Fixed Penalty) (Scotland) Regulations 2003 through a programme of publicity.	Service Lead - Trading Standards and Environmental Health	Due to COVID pandemic have not commenced monitoring this year	0%		31-Mar-2022
COPL 06.1g	Progress the rationalisation and enhancement of assets in North Ayr, including working with local sporting and community organisations to develop the Craigie Campus site as a multi-sport centre of excellence.	Assistant Director - Place	The first stage of the tender exercise has been completed with the scoring of the ESPD (European Single Procurement Document) and stage 2, which is issue of the tender documentation to the shortlisted contractors, will take place in October 2020. Site start is programmed in early 2021 and the works will take 12 months to complete.	25%		31-Mar-2022
COPL 06.1h	Implement the Sustainable Development and Climate Change Strategy	Service Lead - Neighbourhood Services	Work is ongoing to deliver the Sustainable Development and Climate Change Strategy. As part of this South Ayrshire Council approved a Climate Change Policy on 01 October 2020 which aligns with the Scottish Government targets of 75% reduction in emissions by 2030 (based on our 2014/15 baseline) and net zero greenhouse gas emissions by 2045.	35%		31-Mar-2022
COPL 06.1i	Develop and implement a Waste Strategy that increases recycling and identifies a long term solution for Household Waste Recycling Centres and for residual waste in terms of the ban on Biodegradable Waste to landfill in 2025.	Service Lead - Neighbourhood Services	A draft strategy is currently being amended prior to consultation with Elected Members. A Leadership Panel paper is anticipated for January 2021.	80%		31-Mar-2022
COPL 06.1j	Develop and facilitate delivery of the Food Growing Strategy in accordance with the Community Empowerment (Scotland) Act 2015.	Service Lead - Neighbourhood Services	A Food Growing Strategy has been prepared and is anticipated to be presented at November Leadership Panel.	95%		31-Mar-2022

6.2 We will ensure our digital offer is responsive people's needs and enhances access to services

COPL 06.2a	Develop mobile solutions for our workforce, enabling them to deliver more to our residents in the community.	Service Leads – ICT Enterprise Architecture and ICT Operations	Work on this is linked to both the digital services platform and M365 and is progressing. Email, contact and calendar are now available on a mobile device. Others will follow as pilot implementations. Work is nearing completion with Neighbourhood Services allowing them to use iPads and the Council's GIS to manage both their tree survey/inventory and playgrounds using a mobile application.	35%		31-Mar- 2022
COPL 06.2b	Provide public access Wi-Fi in Council buildings across the area.	Service Lead – ICT Operations	Public access WiFi has been deployed to 23 council locations and is fully operational. The basic service allows internet and email access and this can be extended to other locations as required. Should a higher level of functionality be required alternative solutions will be implemented as per business requirements.	100%		31-Mar- 2022
COPL 06.2c	Adopt MyAccount as a single sign on for customers to get online.	Service Leads – ICT Enterprise Architecture and ICT Operations	MyAccount has now been implemented on our test systems and is almost ready to be switched on in live. Rollout of this will be linked to the introduction of new digital services on the digital services platform that will give customers a single view of their interactions with the Council.	55%		31-Mar- 2022
COPL 06.2d	E Development roll out to improve the Planning and Building Standards processes and customer service	Service Lead – Planning and Buildings Standards	This continues to be developed with new processes and procedures being developed in consultation with officers. All staff are IT equipped and paper based processes are being eliminated. We continue to work closely with Scottish Government on progress.	85%		31-Mar- 2022