

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

Appendix 1

## October - December 2020 Report



## Progress Key

	No progress		On target		Not on target, some concerns		Complete
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## Commitment 1 – Fair and effective leadership

### 1.1 We will design our services with people at the heart

Action	Managed By	Latest Note	Progress	Status	Due Date
COPL 01.1a Redesign and rebuild the Council's website with a focus on delivering digital services and digital engagement.	Service Lead – Enterprise Architecture	Work continuing, focussing on service areas that support service delivery during the pandemic. New front page and top-level pages now released.	50%		31-Oct-2021
COPL 01.1b Relocate Ayrshire Archives and Registration to a purpose build repository at South Harbour Street.	Co-ordinator – Registration, Records and Information	The move did not go ahead due to the lockdown restrictions imposed by the Scottish Government. The current restrictions will be in place until at least the end of February 2021. Once we know when the restriction will be lifted, a revised removal date will be agreed with the removal company and the Council's office removal contractor Regency.	50%		31-Mar-2022

### 1.2 We will invest in our workforce for the future

Action	Managed By	Latest Note	Progress	Status	Due Date
COPL 01.2b Create modern apprenticeship opportunities across South Ayrshire for our young people.	Service Lead – CLD and Employability and Skills	<p>Covid-19 is having an impact on the Modern Apprenticeship programme and the planned recruitment.</p> <p>In total we have recruited 20 new Modern Apprentice in 2020/21 with four more planned for Health and Social Care.</p> <p>Due to restrictions and home working we have had to postpone recruitments in Business Administration, Sport and Leisure, Childcare, Horticulture and Hospitality. We are still hopeful that we can recruit before April 2021.</p>	70%		31-Mar-2022

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

Action	Managed By	Latest Note	Progress	Status	Due Date
COPL 01.3a Strengthen our tenants' voice through the implementation of our Tenant Participation Strategy.	Co-ordinator – Housing Policy and Strategy	The Tenant Participation team continues to engage with our Involved Tenants primarily through online meetings, with an emphasis on promoting digital inclusion for this group. The Team has also recently led on the Rent Setting Consultation, a process that would typically involve face-to-face public consultation. In order to encourage participation a Rent Setting newsletter was produced and sent to all tenants, along with a voting slip that could be returned to the council free of charge, or completed online via survey. This approach led to an increased number of responses (366 votes). The team have worked hard to ensure that tenants' meetings, tenants' choir and 'Coffee and Chat' sessions can continue to be held online, and that as many barriers to participation as possible are removed.	50%		31-Mar-2022
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	During Q4 of 2020 and continuing into Q1 of 2021; a number of system requirements workshops have been held in order to develop a comprehensive schedule of requirements that will ultimately define system functionality. This in turn will impact on the processes that support system functionality.	15%		31-Mar-2022
COPL 01.3c Conduct periodic reviews our HRA Business Plan in consultation with tenants, to identify investment priorities and inform the rent setting process.	Service Lead – Housing Services	2020/21 is the final year of the 2% rent increase agreed by Council following previous consultation with tenants. The Housing Revenue Account (HRA) Business Plan was updated to take account of outturns and other assumptions relating to future revenue expenditure, capital investment and housing new build activity. The outcome of this review informed the options which were discussed with tenant representatives and contained in the rent setting consultation. A rent setting newsletter and voting form was sent to all South Ayrshire Council tenants. The consultation period closed on 13 December 2020. The consultation results, along with proposals for future rent setting for 2021/22 and beyond were considered by a Special Meeting of South Ayrshire Council on 20 January 2021. Council approved a 1.5% increase for 3 years on rents and other charges, a realignment of rents for 1-bedroom new build properties and a freeze on rental charges for other new build properties and homeless temporary accommodation. In addition, Council agreed:- to note the feedback from tenants on their investment priorities for any future uncommitted reserves in the HRA and to retain the existing rent charging structure for sheltered housing. At this meeting, Council also approved the 2021/22 HRA Revenue Budget and the proposed 5 year housing capital budget 2021/22 – 2025/26.	45%		31-Mar-2022

### 1.4 We will adapt our services to reduce inequalities and help the most vulnerable in our communities

Action	Managed By	Latest Note	Progress	Status	Due Date
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COPL 01.4a Develop an integrated approach to Trauma-Informed Practice in partnership with Community Planning Partners.	Co-ordinator – Housing Policy and Strategy	South Ayrshire Council was asked by Scottish Government and CoSLA to nominate Trauma Champions from within the organisation to support embedding of this approach across Scotland's workforces. Kevin Anderson will be the Council's officer champion, while Cllrs Julie Dettbarn and Brian McGinley will be Elected Member champions. Recent weeks have seen agreement on the approach to the roll-out of trauma informed practice to the Council and our Community Planning Partners (CPP). CPP Communities and Population Health will govern implementation of trauma-informed partners across CPP and Health and Social Care Partnership (HSCP), while Alcohol and Drugs Partnership (ADP) Trauma sub-group will provide opportunities for partners to share resources, approaches and learning. A member/officer working group will be established to progress the Council's roll-out of trauma informed practice.	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 review is ongoing, the policy is being reviewed in line with the Scottish Government published guidance. This guidance has been assessed by officers, links have been made to current practice and areas have been identified where changes will be required. Work continues to identify how future housing need will be assessed for the reasonable preference groups defined by legislation, along with other potential priority groups that have been identified. Options are being explored to enhance the provision of housing options information and advice to applicants, this includes the option of a 'housing options wizard' which would be tailored and localised for South Ayrshire. Further areas of work have progressed which include: - consulting with staff and other partners to assist in assessing the impact and outcomes of any proposed policy changes and an opportunity was given to Elected Members to provide feedback on areas for consideration. Work is continuing to assess potential proposed points criterion, reasonable preference to the three groups stipulated by the changes to the Act and considerations around wider access to the waiting list. Once proposals are developed, these will be subject to wider consultation with all interested parties.	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	Phase 1 of the Service Review was agreed at the Leadership Panel of 19 January 2021, this primarily concentrated on the reconfiguration of the Universal Credit Assisted Digital Support (UCADS) team to incorporate this function into the existing Benefits Advisors role. The Scoping Paper for Phase 2 (which will look at the feasibility of Information and Advice Hub being linked to Benefits) is currently being drafted.	50%		31-Dec-2021

COPL 01.4d Develop a Social Lettings Service to support access to the Private Rented Sector.	Co-ordinator – Housing Policy and Strategy	Accommodation Assistant is now in post and has achieved the necessary accreditation to carry out Letting Agent work. Work is currently underway on the infrastructure elements of the service delivery (System, services as well as required procedures to be compliant with the Letting Agent Code of Practice). The Covid lockdown has slowed this down but it is hoped that procurement of properties will take place over the next 6 weeks	50%		31-Mar-2022
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## Commitment 2 – Closing the gap

2.1 We will create more training and employability opportunities for all young people					
Action	Managed By	Latest Note	Progress	Status	Due Date
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 young people have not been permitted to attend work placements. This has had an impact on the Workout! programme in schools.</p> <p>Despite these challenges Employability and Skills (E&amp;S) has continued to support young people in school by delivering tailored employability support in partnership with Skills Development Scotland.</p> <p>E&amp;S are delivering the Employability Award in each of the secondary schools along with other wider achievement awards to ensure young people get the knowledge and understanding element of the award.</p> <p>Our post school 'No-One Left Behind' funded 'Positive Futures' programme is being delivered online. Officers are delivering online group work and providing one-one support to young people that have been referred to the programme.</p> <p>Prior to level four restrictions garden visits, outdoor walking groups and horticulture groups were used to engage young people.</p> <p>To enhance our provision Employability and Skills has secure additional funding from the Scottish Government to support young people aged 16-25. This new funding will allow employability to recruit additional officers specifically to support young people to gain accreditation and wider achievement, support literacy and digital skills, support young people through criminal justice and a new Outdoor Education officer to support the delivery of outdoor activities.</p> <p>The funding will allow Employability and Skills to support young people in to employment through wage incentives and employer recruitment incentives.</p> <p>The Council is now approved for the DWP's KickStart scheme and once restrictions allow us to recruit young people on the six-month paid work experience programme we will be promoting these opportunities through our employability partnership.</p>	70%		31-Mar-2022

COPL 02.1b Implement the Educational Services Improvement Plan	Depute Chief Executive / Director of People	Progress with the education service plan is satisfactory given current circumstances. A significant amount of focus, resource and energy is going into managing and responding to cases of Covid-19 in schools. Schools are working very hard to maintain standards and progress in a fast changing and unpredictable environment.	80%		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	<p>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. Over this holiday period 1,750 meals were distributed over the four sites.</p> <p>Holiday meals and activities was unable to be delivered over the Christmas period as a result of continued restrictions, however, families who were eligible were provided with free school meals funds from Education. We will continue to monitor the development and delivery of holiday meals and activities in line with Covid restrictions.</p>	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

Action	Managed By	Latest Note	Progress	Status	Due Date
COPL 02.2a Ensure young people leaving care do not have to access housing through the homeless system.	Co-ordinator – Housing Policy and Strategy	We are currently working with Health and Social Care partners to improve the housing and support options available to this group. The intention in 2021 is to begin work on developing a Homelessness Prevention Pathway for young people leaving care.	25%		31-Mar-2022
COPL 02.2b Implement the Child Poverty Action Plan to help close the opportunity Gap	Assistant Director - People	The Child Poverty Action Plan Progress Report for 2020 was approved by the South Ayrshire Community Planning Board on 29th October 2020. The report will be published and submitted to the Scottish Government and the Improvement Service to highlight South Ayrshire's ongoing collective and partnership response to tackling child poverty within the area.	30%		31-Mar-2022

COPL 02.2c Work to improve the legal permanence journey for care experienced children.	Co-ordinator – Legal Services Litigation	Quarterly reviews of individual permanence cases are continuing to progress, with the next set of reviews fixed for w/c 15th February 21. A further meeting of the officer group will be arranged by social work when priorities permit	60%		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	<p>Our Community Learning and Development (CLD) Officer based with Young People Support and Transition team continues to support young people through the youth diversion process. Before Christmas 2020 engagement over the telephone was very positive with close to 100% engagement. Providing this support to social work has helped improved engagement as young people and parents are already known to CLD.</p> <p>CLD continue to liaise with Champions Board and Employability and Skill to identify opportunities. Covid restrictions has had an impact on youth work opportunities for young people who are care experience.</p> <p>A plan to support young people with care experience (CE) through the Duke of Edinburgh (D of E) was agreed and the first session was due to take place in December at the Domain Youth Centre. Due to restrictions this had to be postponed but will re-start in 2021. This is a partnership approach through CLD, Education and Health and Wellbeing.</p>	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>Due to Covid restrictions most of the contact at the moment with young people is carried out via telephone and emails. Staff continue to support young people in the Children's House through face to face engagement.</p> <p>Our Care Experience Officers continue to work closely with Children's Houses, Young People Support and Transition Team (Social Work), Ayrshire College, Skills Development Scotland (SDS) and Education.</p> <p>Our CE officers are in each of the secondary schools and have committed to meeting all S4-S6 pupils who are care experienced to support their transition to training and employment. Officers liaise directly with schools, SDS, Virtual School Head and other employability and skills officers based in the schools.</p> <p>Post School tracking meetings with Ayrshire College continues to have a positive impact on positive destinations.</p> <p>Young People Support and Transition continue to refer young people to our programmes through our multi agency approach.</p>	70%		31-Mar-2022

		Since September three young people have secured Modern Apprentices with the Council through our Care Experience Guarantee.			
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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	<p>Targeted employability programmes for young people with additional support needs and young people with care experience continue to be delivered online.</p> <p>Our online delivery for young people with additional support needs (ASN) remains very positive and online delivery continues to be well attended. Sessions include, 'Moving Out of Lock Down', Personal Development and weekly job club drop-ins.</p> <p>We currently have five young people doing a tailored job with South Ayrshire Council, despite the restrictions they are working from home and this initiative has been very positive for both young people and services.</p> <p>Our online group work delivery for young people who are care experienced has struggled to get young people engaged. Officers continue to meet online one-one and continue to liaise with partners to support young people.</p>	70%		31-Mar-2022
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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

Action	Managed By	Latest Note	Progress	Status	Due Date
COPL 02.1b Implement the Educational Services Improvement Plan	Depute Chief Executive / Director of People	Progress with the education service plan is satisfactory given current circumstances. A significant amount of focus, resource and energy is going into managing and responding to cases of Covid-19 in schools. Schools are working very hard to maintain standards and progress in a fast changing and unpredictable environment.	80%		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	<p>Remote access has been provided for the majority of corporate staff and plans are in place to enable access for the remainder, as soon as equipment orders are delivered.</p> <p>Additionally, 1,500 end user devices were procured by South Ayrshire Council for, Digital Inclusion purposes, to enable remote learning for pupils with no device/internet access at home.</p>	50%		31-Mar-2022

COPL 02.3b Build collaborative capacity across the South West to improve outcomes for learners by offering and facilitating peer to peer, school to school and authority to authority professional learning.	Depute Chief Executive / Director of People	Good progress is being made in delivering the plan which reflects the current circumstances. All activity has moved online with a good level of engagement given the additional pressures schools are under.	75%		31-Mar-2022
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## 2.4 We will work with communities to make the best use of the school estate by creating local hubs

Action	Managed By	Latest Note	Progress	Status	Due Date
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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	<p>Employability and Skills targeted family support officers continue to support families during the restrictions. Referral pathways include health visitors, social work, schools and Department of Work and Pensions (DWP). 34 families are currently registered and being supported to access employability, money advice and support to access other essentials including fuel.</p> <p>In addition to our targeted family support officers, our Parental Employability Support officers are assisting people to access service while improving their employability skills. We are currently recruiting two new posts to enhance this support and one of these officers will be based with the Information and Advice Hub.</p> <p>Employability, Information and Advice and Benefits are exploring how we enhance our support to people who are in fuel poverty.</p>	70%		31-Mar-2022
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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 was completed and handed over December 2020. Prestwick Campus is due to start on site January 2021 and Maybole Campus is due to start July 2021.	50%		31-Mar-2022
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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	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 contact young people by phone on a regular basis to maintain contact. 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 however it can't be used at present for group meetings.	70%		31-Mar-2022
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## 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

Action	Managed By	Latest Note	Progress	Status	Due Date
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	Progress made in the continued implementation of the Housing First project and the introduction of the Social Lettings Service.	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	The Housing First project is now near capacity with current staffing. 25 households receiving intensive housing support through this project, of whom 21 are in permanent tenancies. Further expansion of the scheme will be dependent on Ending Homelessness Together funding provided by Scottish Government 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 continue to provide a full service by phone and email in light of Covid restrictions. In quarter 3 we handled 3,625 customer interactions. Over and above these, we took 774 crisis grant applications and administered 130 Self Isolation Support Grant (SISG) applications. Covid continues to impact on enquiry types - although the overall number of enquiries has increased this is mainly due to the increase in crisis grant applications (130% increase) and the introduction of SISG applications. Customer trends have changed as a result of Covid and changes to the DWP's ways of working such as pausing medical examinations for disability benefits. This has significantly reduced form filling enquiries. However, we continue to see a trend towards first time benefit claimants, many of whom require information on what they are entitled to, rather than form filling assistance.</p> <p>To help meet the needs of this group of customers, we have made progress in expanding our online offer - including refreshing our web pages; updating and enhancing our client debt pack to help streamline the customer journey; and linking with ICT to plan the development of a web chat/ video service.</p>	86%		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	Employability and Skills continue to support both young people and adults through the employability pipeline and in to work. Despite limited employability opportunities the team have supported adults in to employments and supported young people on to Modern Apprenticeships.	70%		31-Mar-2022

		<p>To complement and enhance our No-One Left Behind and Adult European Social Fund (ESF) provision we have secured additional funding to recruit additional officers. This will enhance our support to young people furthest away from the labour market.</p> <p>Both our adult and youth team continue to support young people and adults through online platforms either through group work or one-one support.</p>			
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## Commitment 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

Action	Managed By	Latest Note	Progress	Status	Due Date
COPL 03.1a Deploy and actively market technology solutions to enable collaboration. Expand and upgrade shared technology services and data sharing between the Council, the Health & Social Care Partnership and NHS Ayrshire and Arran.	Service Lead – Enterprise Architecture	Teams now available for calls and video. The Governance for M365 is almost complete and will move to sign-off. A proposal to establish a Centre of Excellence to manage M365 going forward will be presented to the project board in Feb 21. A pilot will start in ICT in the next week followed by other priority services. A deployment schedule has been developed to manage the wider rollout across the organisations. In parallel, content continues to be migrated from Rewired the latest version of SharePoint. Work has started to see how content like the ELT Clearing Papers can be prioritised to resolve some of the issues CLT/ELT are experiencing editing on Rewired.	60%		31-Dec-2021
COPL 03.1b Work with partners to meet the identified housing needs of Health and Social Care Partnership service users.	Co-ordinator – Housing Police and Strategy	Service and HSCP working together on a number of strategic plans in relation to meeting specific needs, including the Housing Need and Demand Assessment (HNDA), the IJB's Strategic Plan and the Corporate Parenting Plan.	25%		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.	Asset Systems Manager	Disabled Adaptations at Hillcrest and South Lodge care Homes have had to be put on hold as a result of the Covid-19 pandemic. Disabled access ramp at Holmston primary School completed in August, disabled adaptations at Troon Walker Hall scheduled for completion in March 2021; disabled adaptations at Overmills day care centre due to commence in early 2021.	30%		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 – Directorate Support, Procurement	Following a new collaborative approach with Children's Services, three contracts have been selected for Q4 (Jan - Mar 21) Contract and Supplier Management (CSM) and balanced scorecards have been sent out to the service to complete. A refresher, online training sessions have also been provided to HSCP on the CSM process and Procurement have undertaken introductory meetings with the three selected Service Providers to discuss the process. Work will continue to take place to on-board all HSCP contracts into this new process during 2021/22.	11%		31-Mar-2022

<p>COPL 03.1e Engage with the Champions Board and care experienced young people when monitoring and renewing contracts for Children's Services.</p>	<p>Service Lead – Directorate Support, Procurement</p>	<p>The transfer of resource budget from HSCP to Procurement which is required to progress with the engagement between Procurement and the Champions Board is now complete. Recruitment will take place in early 2021.</p> <p>Using current resources, on-going contract updates are now taking place and HSCP Contract and Supplier Management process has commenced in Children's Services and the Champions Board will be invited to participate as an Evaluator on appropriate contracts.</p>	<p>10%</p>		<p>31-Mar-2022</p>
<p>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).</p>	<p>Team Leader – Trading Standards</p>	<p>Up to the 21st December 2020, the service dealt with 32 requests for call blocking devices despite the problems presented by the Covid 19 pandemic.</p> <p>The service also issued 16 social media information and advice for the prevention of scams and bogus trading ranging from home improvement and energy scams to sales of Covid testing kits etc.</p> <p>The service received and dealt with 21 cases of alleged scams and bogus trading.</p> <p>To prevent door to door visits by cold callers at vulnerable adults in South Ayrshire, the service developed and issued a self-isolation no cold calling sign.</p>	<p>75%</p>		<p>31-Mar-2021</p>
<p>COPL 03.1g Develop and implement a Sports, Leisure and Physical Activity Strategic Framework.</p>	<p>Co-ordinator – Health and Wellbeing</p>	<p>Presentations have been made to Communities and population health strategic development group and progress to final document is on course for target date in 2021</p>	<p>65%</p>		<p>31-Jul-2021</p>
<p>COPL 03.1h Work in partnership to deliver the South Ayrshire Health and Social Care Partnership Strategic Plan 2018-2021.</p>	<p>Senior Manager – Planning and Performance (HSCP)</p>	<p>The draft HSCP Strategic Plan has been finalised and is now out for formal consultation prior to its publication in April 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 so throughout the consultation period the HSCP Planning and Performance Team have continued to raise awareness of the consultation with key partners such as Elected Members, Council Officers, NHS staff, broader Community Planning Partners and Locality Planning Groups. All responses will be analysed and reflected in the final Plan. The consultation is open till 28th February 2021 and the final version of the Strategic Plan will be presented to South Ayrshire Council on 4th March and the Integration Joint</p>	<p>90% 70%</p>		<p>31-Mar-2021</p>

		Board on Wednesday 24th March 2021 for approval. Thereafter, work will be taken forward, with partners, to implement the Plan			
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## Commitment 4 – South Ayrshire works

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

Action	Managed By	Latest Note	Progress	Status	Due Date
COPL 04.1a Work with our neighbouring authorities to support the Local Wealth Building agenda.	Service Lead – Directorate Support, Procurement	<p>The Procurement Service's work in progressing the Local Wealth Building agenda has been complimented by the Council's membership of a newly formed, regional, Community Wealth Building (CWB) Commission in October 2020. Within this regional Commission, the Council has volunteered and been nominated as the lead authority for the pan-Ayrshire CWB procurement workstream.</p> <p>This work will be supported by an internal Officer Working Group, established by the Council's Procurement Service and Economy &amp; Regeneration Service, to ensure that relevant Service Leads and staff, across the Council, understand Community Wealth Building and what their role is in implementing LWB principles and the pledges of the Ayrshire CWB Anchor Charter.</p> <p>An update on the progress of this work will be presented to Leadership Panel in March 2021</p>	25%		31-Mar-2022
COPL 04.1b Implement the Strategic Economic Plan for South Ayrshire.	Service Lead – Economy and Regeneration	Strategic Economic Plan: Vision2030 and implementation plan was approved by Leadership Panel in November 2020. Implementation is on track.	50%		31-Mar-2022
COPL 04.1c Implement the Ayrshire Growth Deal Programme.	Service Lead – Economy and Regeneration	The Ayrshire Growth Deal documents have been signed by Councils, UK and Scottish Government. Next step will be further development and approval process of Business Cases. This work will continue during 2021.	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

Action	Managed By	Latest Note	Progress	Status	Due Date
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COPL 04.2a Create a Heritage Hub on Ayr High Street and deliver a programme of exhibitions, events and tours incorporating local heritage assets.	Claire Monaghan	COVID has significantly impacted on this project and it is now anticipated that property maintenance will get work underway in Spring 2021.	25%		30-Jun-2021
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COPL 04.2b Deliver the office rationalisation programme to ensure the best use of Council-owned facilities.	Service Lead – Special Property Projects	Works now complete at Municipal Buildings, Troon, River Terrace, Ayr, 70 High Street, Maybole, 8 & 10 Wellington Square Ayr, Ayr Town Hall, 11 High Street Ayr and Riverside House. Work on site at the former Clydesdale Bank building is due to complete end February and works at Carnegie Library commence Monday, 11th January. Works programmed for the Overmills Day Centre will start soon and the refurbishment of Freemans Hall, Prestwick will commence once staff have relocated to Riverside House. Works at McCalls Avenue are currently on hold whilst a decision is taken re CCTV.	75%		31-Mar-2022
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### 4.3 We will enhance collaborative working to encourage more apprenticeships, training opportunities and jobs that enable economic growth

Action	Managed By	Latest Note	Progress	Status	Due Date
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COPL 04.3a Work collaboratively to increase the level of contractual Community Benefits the Council receives and maximise their potential.	Acting Procurement Co-ordinator	Further work is currently being considered in collaboration with Employability & Skills to support an increase in the number of apprenticeships and work experience placements that are made available through the community benefit clause in Council contracts. The work with Community Engagement continues and the website has been updated to reflect Community Groups seeking support for January.	25%		31-Mar-2022
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COPL 04.3b Continue to support local employers to recruit young people.	Service Lead – CLD and Employability and Skills	Employability and Skills has secured funding from the Scottish Government through 'Young Persons Guarantee' commitment. A new wage incentive along with an employer recruitment incentive will be launched in January 2021.  In addition to our wage incentives we continue to support the Chamber of Commerce and employers to recruit young people through the KickStart programme.	50%		31-Mar-2022
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### 4.4 We will support local businesses to develop and grow

Action	Managed By	Latest Note	Progress	Status	Due Date
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COPL 04.4a Manage the Council's Commercial Property Portfolio so as to maximise rental income and help local businesses.	Asset 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 deferments 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.	30%		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 – Directorate Support, Procurement	A Pan-Ayrshire meeting took place with SDP in January 2021 to scope the Virtual Ayrshire Meet the Buyer. A draft Project Initiation Document has been prepared and an agreed date of 28 April 2021. Work is on-going to organise this event and ensure all local companies who would like to attend, gain a benefit from meeting the buyer.	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.	Team Leader – Environmental Health	We have developed an implementation plan to facilitate the resumption of our statutory Food Law Inspections which are due to begin again on 31st March 2021. The implementation plan has progressed on schedule to meet this statutory date for resumption. Our only outstanding task is to input the dates based on the start date spreading the programme over 5 years in line with the Food Law Code of Practice. We have paused this work temporarily as we understand a further suspension to the statutory food inspections is being presented to the appropriate Scottish Minister this week. It is understood the new resumption date will be September 2021.	0%		31-Mar-2022

## Commitment 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

Action	Managed By	Latest Note	Progress	Status	Due Date
COPL 05.1a Deliver on the Engagement Strategy and ensure meaningful engagement with our stakeholders	Service Lead – CLD and Employability and Skills	Between October and December, we delivered awareness and training sessions to 38 South Ayrshire Council staff relating to the new strategy and community engagement. Sessions were facilitated by the Consultation Institute alongside Jamie Tait and Linda Warwick. One final session is scheduled for January before progressing with the action plan.  The main aims of the action plan for early 2021 include;	60%		31-Mar-2022

		<ul style="list-style-type: none"> <li>• Set up a steering group which would have oversight of consultation and engagement across South Ayrshire Council, and ensure that staff are able to access training and share skills and experience.</li> <li>• Develop and deliver a Community Engagement session for Elected Members</li> <li>• Develop a single point of contact for consultations across the Council</li> <li>• Develop a mechanism to monitor and review the impact of engagement on communities and service delivery.</li> <li>• Plan an annual community engagement event.</li> </ul>			
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COPL 05.1b Develop a clear and recognisable brand to promote the vision and values of the council and to align with the council plan.	Co-ordinator – Public Affairs	We continue to publicise the new branding in the public domain via various methods including mini campaigns e.g. 'Better Place to Live Week (WB 14 December), press releases and social media. Vehicle re-branding is at tender stage, with work expected to commence early January 2021. Due to the move to Level 4 of the COVID-19 Local Protection Levels, there has been a delay to progress on County Buildings artwork. This is also due to commence early 2021.	50%		31-Mar-2022
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## 5.2 We will work with partners and communities to develop thriving places that are positive, proud and ambitious

Action	Managed By	Latest Note	Progress	Status	Due Date
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 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 <a href="#">The Council Web-site</a>.</p>	20%		31-Mar-2022

COPL 05.2b Deliver the Council's 'Strategic Housing Investment Plan' in conjunction with partners.	Co-ordinator – Housing New Build	SHIP covering 21-26 approved at November 2020 panel. A number of Council and RSL sites continue to progress with 305 units either complete or onsite this financial year	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	Modified Proposed Local Development Plan 2 has now been submitted to Scottish Ministers for Examination. It is expected that the Plan will be adopted in 2021.	85%		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	Public consultations have recently been undertaken for the Riverside Public Events Space and the Esplanade at Ayr. We are currently working up plans for a public consultation for the new leisure centre at the Arran Mall in Ayr.	55%		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 been returning to some form of service delivery but that has again been impacted as we moved into stage 4. The Test and Protect team have had to be formalised to ensure capacity to manage the steady increase in demand for proactive call handling and responding to requests for assistance. The area teams have maintained the effective partnership working that was developed during lockdown with community groups who were also supporting people in their areas with requests for food, pharmacy products etc.	70%		31-Mar-2022

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

Action	Managed By	Latest Note	Progress	Status	Due Date
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>We have run a series of targeted social media campaigns on Facebook and Twitter including:</p> <p>Better Place to Live Week – Reach = 91,392 / Engagement = 6,279</p> <p>Primary 1 Photos - Reach = 239,319/ Engagement = 22,986</p> <p>Scotland Loves Local (Local Retailers) - Reach = 40,754/ Engagement = 3,703</p> <p>SAC My Bins App Launch - Reach = 56,109 / Engagement = 5,551</p>	80%		31-Mar-2022

		We have seen a further increase in followers (Facebook= 17%; Twitter= 1%), and page likes ( <b>Facebook only = 17% increase</b> ) from 1 October 2020 to 31 December 2020			
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#### 5.4 We will promote South Ayrshire as a visitor destination

Action	Managed By	Latest Note	Progress	Status	Due Date
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COPL 05.4a Develop and implement a Tourism Strategy for South Ayrshire.	Claire Monaghan	COVID-19 has had a significant impact on the tourism sector. An Interim Tourism Strategy was presented to Leadership Panel in November 2020 and work is underway on a recovery plan for the sector when COVID subsides with a focus on destination planning.	45%		30-Jun 2021
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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.	Claire Monaghan	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 and on destination marketing.	50%		30-Jun 2021
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COPL 05.4c Develop and promote our Parks and Open Spaces as a destination venue for visitors and residents.	Service Lead – Neighbourhood Services	With the introduction of our new Parks Officer we are looking to expand on our recent successful green flag applications and explore opportunities around our cemeteries. We have also entered discussion with ICT about creating a bespoke Parks and Estates website to promote our Parks and Estates and what they have to offer to both residents and visitors to South Ayrshire.	55%		31-Mar-2022
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## Commitment 6 – A better place to live

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

Action	Managed By	Latest Note	Progress	Status	Due Date
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	The Covid-19 pandemic continues to impact on the construction industry and is affecting labour and material availability. We will continue to closely monitor and progress works where possible.	60%		31-Mar-2022
COPL 06.1b Progress a programme of Energy Projects for Council properties that will reduce energy usage and deliver carbon reduction.	Asset Systems Manager	A number of energy projects are at design stage and will be progressed in 200/21. Newton Primary School LED lighting project is complete, with design work continuing on LED lighting at Kingcase and Dundonald Primary Schools.	25%		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 October report, Tenders have been issued for the following HEEPS:ABS programs:</p> <ul style="list-style-type: none"> <li>• Annbank: 102 properties mixed tenure - Now awarded and work due to commence.</li> <li>• Symington: 87 privately owned properties: Now awarded and work due to commence.</li> <li>• Ettrick Place, Ayr: 1-9 privately owned block of flats: Now awarded and work due to commence.</li> <li>• Maybole: 206 properties of mixed tenure.: Tended approved and contractor selected. pre-start work ongoing.</li> </ul> <p>This will compliment contracts currently ongoing in Mossblown and in Dunure which are on site at this time with Mossblown nearing completion.</p> <p>Our Area Based Scheme (ASB) 8 programme has received funding from the Govt 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

<p>COPL 06.1d Work with our tenants and community representatives to improve our neighbourhoods through investment in Housing owned land and buildings.</p>	<p>Service Lead – Housing Services</p>	<p>Progress on the delivery of the 2020/21 Housing Capital Programme continues to be affected by the Covid-19 restrictions. External Works such as re-roofing, render and external wall insulation works are continuing. As a result of tier 4 restrictions introduced on 26 December 2020, window replacement works have been temporarily suspended.</p> <p>Due to current restrictions and the limitations on households accessing other properties and the fact that an 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. Compliance works were underway as these works could be completed by Operatives spending a limited amount of time in tenants' homes, however as a result of tier 4 restrictions introduced on 26 December 2020, this element of work has also been temporarily suspended. 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.</p> <p>As part of the recent consultation with tenants on future rent setting, tenants were asked to identify the improvements that were important to them and to identify how they felt the Council should spend any unallocated resources within the HRA.</p> <p>Tenants identified window replacement, external wall insulation work and resources towards Council house new build as their top 3 priorities for investment. This feedback was considered as part of the proposals for future rent setting approved by the Special Meeting of South Ayrshire Council on 20 January 2021, and it was agreed to note tenant feedback on priorities, with future updates on investment to be provided to Leadership Panel.</p>	<p>45%</p>		<p>31-Mar-2022</p>
<p>COPL 06.1e Deliver contracts which better support sustainability and an improved environment in South Ayrshire.</p>	<p>Acting Procurement Co-ordinator</p>	<p>Contracts continue to contain the updated sustainability clause and weighted award criteria to ensure contracts support sustainability.</p> <p>A Local Procurement Policy Statement will be presented for approval to Leadership Panel in March. This Policy Statement contains commitments to support Green Recovery and specifically to ensure our procurement drives innovation and sustainability to improve the social, environmental and economic wellbeing of South Ayrshire.</p>	<p>25%</p>		<p>31-Mar-2022</p>
<p>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.</p>	<p>Team Leader Environmental Health</p>	<p>Social media messages regarding car idling were issued in December. Further substantive actions in this area have been delayed until 2021/22 to allow resources to be focused on Covid activities.</p>	<p>1%</p>		<p>31-Mar-2022</p>

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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	Tenders were returned on the 29th January and are currently being reviewed. Tender award is planned week commencing 15th February with a site start in March 2021 and construction period of 52 weeks. Please note a 10 day standstill period is required prior to award of the contract.	25%		31-Mar-2022
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COPL 06.1h Implement the Sustainable Development and Climate Change Strategy	Service Lead – Neighbourhood Services	Work continues on the strategy with Professional Design services revealing plans for the Councils first net zero building at Neighbourhood Services Waste and Grounds Depot in Girvan.	40%		31-Mar-2022
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COPL 06.1i Develop and implement a Waste Strategy that increases recycling and identifies a long-term solution for Household Waste Recycling Centres and for residual waste in terms of the ban on Biodegradable Waste to landfill in 2025.	Service Lead – Neighbourhood Services	The waste strategy will be presented at March Leadership Panel.	90%		31-Mar-2022
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## 6.2 We will ensure our digital offer is responsive people's needs and enhances access to services

Action	Managed By	Latest Note	Progress	Status	Due Date
COPL 06.2a Develop mobile solutions for our workforce, enabling them to deliver more to our residents in the community.	Service Lead – Enterprise Architecture	Work on this is linked to both the digital services platform and M365 and is progressing.	40%		31-Dec-2021
COPL 06.2c Adopt MyAccount as a single sign on for customers to get online.	Service Lead – Enterprise Architecture	MyAccount is now live on South Ayrshire Council's website under the heading MySouthAyrshire	100%		31-Mar-2021
COPL 06.2d E Development roll out to improve the Planning and Building Standards processes and customer service	Service Lead – Planning and Building Standards	This is ongoing and significant progress continues to be made. the Service is now fully agile and new processes and protocols are in place to support this.	90%		31-Mar-2022