

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



PROUD • RESPECTFUL • POSITIVE • SUPPORTIVE
AMBITIOUS

Foreword

Our people and places make South Ayrshire and we have a clear and ambitious vision of what we want to achieve.

We want to serve South Ayrshire by **'making a difference every day'**.

In doing this, we can deliver the best outcomes for our people through, creating strong and successful thriving communities that make a real difference.

We will tackle inequalities and injustice by making the best use of available resources and targeting these resources where they are needed most.

This will be complemented by ensuring we make the most of the fantastic assets we have here in South Ayrshire such as our environment, our culture, our heritage and really put this area on the map.

These collective efforts will help improve local health and wellbeing, boost the local economy, enhance the local environment and give people the best possible life chances.

Underlining all of this is the fact that we are here to serve the people of South Ayrshire and we will improve how we engage and communicate with people and communities to ensure we meet their needs and manage expectations.

We will also provide the necessary leadership and accountability to ensure the Council delivers on our vision and ambitions.

Our overall approach will be based on working in a respectful, positive, supportive, ambitious and proud way – the South Ayrshire Way – that demonstrates the standards and behaviours we have set for this Council.

Underpinning this, and sitting right at the heart of our values, is the empowerment of our people – our staff, our residents – and our places – our facilities, our communities – that will give everyone a stake, and a say, in what we do and how we do it.

This Council Plan sets out the framework for how we will do this and how we will achieve our ambitions and our vision of **'making a difference every day'**.



Cllr Douglas Campbell
Leader of the Council

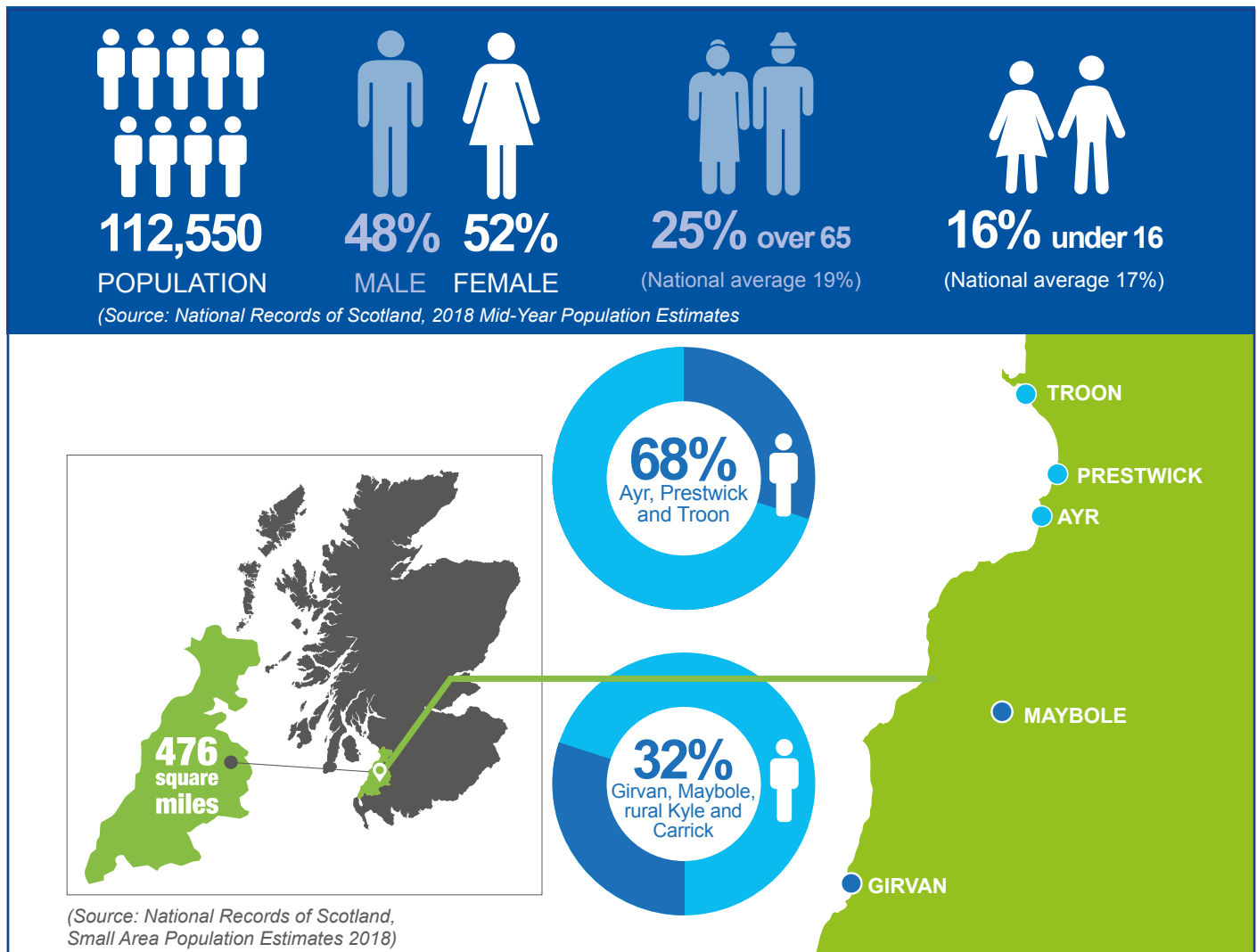


Eileen Howat
Chief Executive

Area Profile

South Ayrshire encompasses the main towns of Ayr, Girvan, Maybole, Prestwick and Troon and a large rural areas stretching from Dundonald in the North to Ballantrae in the South. A profile

of South Ayrshire can be accessed from this [data profile link](#) however the key points are set out below:



With a population of approximately 112,550, South Ayrshire accounts for around 2% of the Scottish population. In 2018, 25% of the population was aged over 65 compared with 19% across Scotland. In the most recent estimates there were over 1,200 people aged over 90 living in South Ayrshire. The older demographic bias is anticipated to amplify over the coming two decades. The proportion of pensionable aged people in

South Ayrshire is anticipated to increase to 32% by 2041 compared with a Scottish average of 24%. South Ayrshire's ¹dependency ratio of 73 is currently above the Scottish ratio of 57. By 2041, the gap between the ratios will have increased further with South Ayrshire's dependency ratio projected to be 87 and Scotland's 64. This will accentuate the pressure on public services, particularly health and social care.

¹The dependency ratio measures the proportion of young people under 16 and people aged 65 as a percentage of people aged 16-64

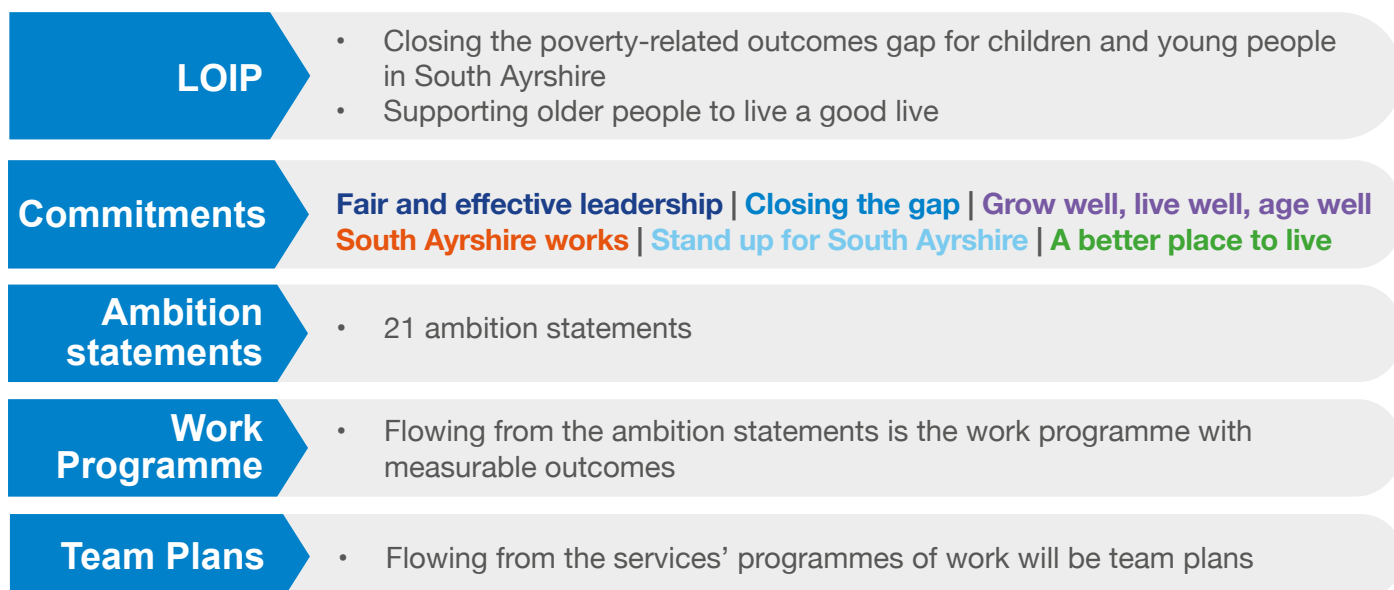
Delivery of strategic objectives and outcomes

The Our People, Our Place Council Plan 2018-2022 sets out the Council’s ambitions, this plan is now refreshed and refocused taking account of our vision to serve South Ayrshire by ‘**making a difference every day**’. The Plan contains six commitments and twenty one ambition statements and is supported by a programme of work developed by Council services. The services will work with partners and the communities to deliver on these commitments.

The six high level strategic objectives remain unchanged although translated into the undernoted commitments:



Our planning structure



The plan will be supported by dedicated service/team plans, the Educational Services Improvement Plan, the Children's Service Plan, and a number of other strategies as well as our South Ayrshire Health and Social Care Partnership Strategic Plan 2018-2021 that detail what we will do to deliver these outcomes.

These plans are key documents that will provide the basis for how we plan our services and manage our budgets.

The plans will be monitored on an ongoing basis as set out in the Performance Management Framework.

The performance of individual teams will be planned and monitored using team planning, self-evaluation and monitoring by Directorate Management Teams and the Corporate Leadership Teams.

The Our People, Our Place Council Plan 2018 - 2022 (refreshed) is just one of the key strategic documents that informs the way forward for the Council. The others are:

South Ayrshire Profile

Demographic, social and economic statistics for the area.

Programme for Effective Governance

Vision for the future direction of the Council.

Council Financial Strategy 2017-2020

Five year financial programme to achieve the Council priorities.

Council Financial Strategy 2020-2030

ten year financial programme to achieve the Council priorities.

Council Asset Management Plan

Use of land and buildings delivering the Council Plan.

Corporate Workforce Plan

Workforce planning aligned to business and people strategies.

Local Outcomes Improvement Plan – Focused Community Planning Partnership activity.



Recent successes

Securing Ayrshire Growth funding of more than £250 million



Positive consultation and engagement with people and communities



Progressing with the extensive investment programme in our school and early years estate



The roll-out of the new recycling service to 57,000 households



Investing additional monies to help mitigate the impact of child poverty – breakfast clubs, increase in free meals provision and an increase in the level of funding for clothing grants



Additional funding invested in our roads network



Implementation of the safe leave policy



Supporting and delivering a wide-range of arts and cultural events that brings people to South Ayrshire and helps to boost the economy



Delivering dedicated programmes to support care-experienced young people into work and maintaining their own tenancies



Current challenges

Delivering 1,140 hours for all three and four year olds and eligible two year olds



Transforming our towns and villages



Operating in an uncertain economic climate and ongoing spending pressures



Implementing the UK Government's welfare reform agenda



Closing the poverty related attainment gap



Ambition Statements

This section of the Council Plan provides more detail on each of the strategic objectives, showing our planned improvement agenda organised under ambition statements. The work programme is shown in Appendix 1.

Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6
Fair and effective leadership	Closing the gap	Grow well, live well, age well	South Ayrshire works	Stand up for South Ayrshire	A better place to live
1.1 We will design our services with people at the heart.	2.1 We will create more training and employability opportunities for all young people.	3.1 We will enhance collaborative working to maximise support and ensure all residents have the opportunity to be healthy, supported and safe.	4.1 We will make South Ayrshire an attractive place for inward investment.	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.	6.1 We will create a greener, healthier South Ayrshire and enhance it for future generations.
1.2 We will invest in our workforce for the future.	2.2 We will work closely with corporate parents and partners to support care experienced children and young people and young carers to reach their potential.	3.2 We will target resources to children and those most in need giving people information and choice over support and services.	4.2 We will be ambitious when transforming our town centres, making them appealing places, with enhanced social and cultural events.	5.2 We will work with partners and communities to develop thriving places that are positive, proud and ambitious.	6.2 We will ensure our digital offer is responsive to people's needs and enhances access to services.
1.3 We will plan well for the future using sound evidence and involve our communities.	2.3 We will invest in our young people, raising attainment and creating modern and engaging places for our young people to learn.		4.3 We will enhance collaborative working to encourage more apprenticeships, training opportunities and jobs that enable economic growth.	5.3 We will promote South Ayrshire as a place to live, work and learn.	
1.4 We will adapt our services to reduce inequalities and help the most vulnerable in our communities.	2.4 We will work with communities to make the best use of the school estate by creating local hubs.		4.4 We will support local businesses to develop and grow.	5.4 We will promote South Ayrshire as a visitor destination.	
	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.				

1. Fair and effective leadership

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

How will we improve outcomes?	
1.1a	Redesign and rebuild the Council's website with a focus on delivering digital services and digital engagement.
1.1b	Relocate Ayrshire Archives and Registration to a purpose build repository at South Harbour Street.

1.2 We will invest in our workforce for the future.

How will we improve outcomes?	
1.2a	Provide Service Leads with Workforce Planning support and advice.
1.2b	Create modern apprenticeship opportunities across South Ayrshire for our young people.

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

How will we improve outcomes?	
1.3a	Strengthen our tenants' voice through the implementation of our Tenant Participation Strategy.
1.3b	Work with services to improve budget monitoring and forecasting processes in order to facilitate more effective management of Council resources.
1.3c	Conduct periodic reviews of our HRA Business Plan in consultation with tenants, to identify investment priorities and inform the rent setting process.

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

How will we improve outcomes?	
1.4a	Develop an integrated approach to Trauma-Informed Practice in partnership with Community Planning Partners.
1.4b	Review the Council's House Allocations Policy to make best use of available housing stock.
1.4c	Undertake a phased review of Benefits Services to ensure a responsive and customer focused approach is provided to support those affected by Welfare Reform.
1.4d	Develop a Social Lettings Service to support access to the Private Rented Sector.

2. Closing the gap

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

How will we improve outcomes?	
2.1a	Continue to develop employability programmes for young people, including the WorkOut programme.
2.1b	Implement the Educational Services Improvement Plan
2.1c	Continue to work with partners to provide meals during school holidays to support activity clubs within local communities.

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

How will we improve outcomes?	
2.2a	Ensure young people leaving care do not have to access housing through the homeless system.
2.2b	Implement the Child Poverty Action Plan to help close the opportunity gap.
2.2c	Work to improve the legal permanence journey for care experienced children.
2.2d	Work closely with Young People Support and Transition Team, Champions Board and Employability and Skill to improve outcomes for young people.
2.2e	Work with partners to improve employability outcomes for care experienced young people.
2.2f	Deliver targeted employability programmes for care experienced young people and supported employability and learning programmes for young people with additional support needs.

2.3 We will invest in our young people, raising attainment and creating modern and engaging places for our young people to learn.

How will we improve outcomes?	
2.3a	Continue to invest in new and improved technology for schools to enhance the environment that supports learning and teaching for children.
2.3b	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.
2.3c	Implement the Educational Services Improvement Plan .

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

How will we improve outcomes?

2.4a	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.
2.4b	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.
2.4c	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.

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.

How will we improve outcomes?

2.5a	Work with partners to respond to Scotland's 'Transition to Rapid Rehousing' for homeless and potentially homeless households.
2.5b	Expand the Housing First service to meet the needs of people with experience of repeat homelessness and complex needs.
2.5c	Monitor customer need and trends to provide targeted information and advice services, adapting our approach as required.
2.5d	Support people who are furthest away from the labour market through each stage of the employability pipeline and into work, further learning or training.

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.

How will we improve outcomes?

3.1a	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.
3.1b	Work with partners to meet the identified housing needs of Health and Social Care Partnership service users.
3.1c	Adapt our properties to provide modern fit for purpose facilities which can be better utilised by Services and their clients.
3.1d	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.
3.1e	Engage with the Champions Board and care experienced young people when monitoring and renewing contracts for Children's Services.
3.1f	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).
3.1g	Develop and implement a Sports, Leisure and Physical Activity Strategic Framework.
3.1h	Work in partnership to deliver the South Ayrshire Health and Social Care Partnership Strategic Plan 2018-2021. Volume 1 and Volume 2

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

How will we improve outcomes?

3.2a	Work in partnership to deliver the Children's Services Plan .
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4. South Ayrshire works

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

How will we improve outcomes?

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|------|---|
| 4.1a | Work with our neighbouring authorities to support the Local Wealth Building agenda. |
| 4.1b | Implement the Strategic Economic Plan for South Ayrshire. |
| 4.1c | Implement the Ayrshire Growth Deal Programme. |

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

How will we improve outcomes?

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|------|--|
| 4.2a | Create a Heritage Hub on Ayr High Street and deliver a programme of exhibitions, events and tours incorporating local heritage assets. |
| 4.2b | Deliver the office rationalisation programme to ensure the best use of Council-owned facilities. |

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

How will we improve outcomes?

- | | |
|------|---|
| 4.3a | Work collaboratively to increase the level of contractual Community Benefits the Council receives and maximise their potential. |
| 4.3b | Continue to support local employers to recruit young people. |

4.4 We will support local businesses to develop and grow.

How will we improve outcomes?

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|------|---|
| 4.4a | Manage the Council's Commercial Property Portfolio so as to maximise rental income and help local businesses. |
| 4.4b | Work with colleagues in the Supplier Development Programme (SDP) to promote more actively Council procurement and support the local economy. |
| 4.4c | Target enforcement and support at non-compliant businesses to bring them into compliance and ensure that all businesses trade fairly, safely and equitably. |

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.

How will we improve outcomes?

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|------|--|
| 5.1a | Deliver on the Community Engagement Strategy and ensure meaningful engagement with our stakeholders |
| 5.1b | Develop a clear and recognisable brand to promote the vision and values of the council and to align with the council plan. |

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

How will we improve outcomes?

- | | |
|------|--|
| 5.2a | Support local community-controlled organisations to develop thriving places by empowering them to make better use of local community assets. |
| 5.2b | Deliver the Council's ' Strategic Housing Investment Plan ' in conjunction with partners. |
| 5.2c | In consultation with stakeholders prepare and deliver the Local Development Plan 2 |
| 5.2d | 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. |
| 5.2e | Actively engage with local communities and stakeholders to involve them in the design process for major capital projects and understand their aspirations and concerns. |

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

How will we improve outcomes?

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|------|--|
| 5.3a | Maximise the use of social media as a key proactive, interactive and reactive communications tool. |
| 5.3b | Develop and implement a Communication Strategy. |

5.4 We will promote South Ayrshire as a visitor destination.

How will we improve outcomes?

- | | |
|------|---|
| 5.4a | Develop and implement a Tourism Strategy for South Ayrshire. |
| 5.4b | 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. |
| 5.4c | Develop and promote our parks and open spaces as a destination venue for visitors and residents. |

6. A better place to live

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

How will we improve outcomes?

6.1a	Implement the Council's Investment Strategy with the delivery of capital projects across the Council's Property Estate.
6.1b	Progress a programme of Energy Projects for Council properties that will reduce energy usage and deliver carbon reduction.
6.1c	Maximise the funding available to improve the energy efficiency of our existing housing stock.
6.1d	Work with our tenants and community representatives to improve our neighbourhoods through investment in Housing owned land and buildings.
6.1e	Deliver contracts which better support sustainability and an improved environment in South Ayrshire.
6.1f	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. This programme will particularly target the areas where the consequences of idling may affect young people such as schools and fast food premises with drive-thru facilities.
6.1g	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.
6.1h	Implement the Sustainable Development and Climate Change Strategy
6.1i	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.
6.1j	Develop and facilitate delivery of the Food Growing Strategy in accordance with the Community Empowerment (Scotland) Act 2015. This will explore food growing opportunities and site to improve the health and wellbeing of residents and help fulfill South Ayrshire's sustainability plan.

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

How will we improve outcomes?

6.2a	Develop mobile solutions for our workforce, enabling them to deliver more to our residents in the community.
6.2b	Provide public access Wi-Fi in Council buildings across the area.
6.2c	Adopt MyAccount as a single sign on for customers to get online.
6.2d	E Development roll out to improve the Planning and Building Standards processes and customer service

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

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

本信息可应要求提供盲文，大字印刷或音频格式，以及可翻译成多种语言。以下是详细联系方式。

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ਇਹ ਜਾਣਕਾਰੀ ਮੰਗ ਕੇ ਬੋਲ, ਵੱਡੇ ਅੱਖਰਾਂ ਅਤੇ ਸੁਣਨ ਵਾਲੇ ਰਪ ਵਿਚ ਵੀ ਲਈ ਜਾ ਸਕਦੀ ਹੈ, ਅਤੇ ਇਹਦਾ ਤਰਜਮਾ ਹੋਰ ਬੋਲੀਆਂ ਵਿਚ ਵੀ ਕਰਵਾਇਆ ਜਾ ਸਕਦਾ ਹੈ। ਸੰਪਰਕ ਕਰਨ ਲਈ ਜਾਣਕਾਰੀ ਹੇਠਾਂ ਦਿੱਤੀ ਗਈ ਹੈ।

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

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

South Ayrshire Council
Contact Centre
0300123 0900

PROUD • RESPECTFUL • POSITIVE • SUPPORTIVE
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south
AYRSHIRE
COUNCIL
Comhairle Siorrachd Àir a Deas