



**MINUTES OF THE MEETING OF THE
POLICY AND PERFORMANCE REVIEW COMMITTEE**

**TUESDAY 17 JUNE 2014
COUNCIL CHAMBER, TOWN HOUSE, HADDINGTON**

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Committee Members Present:

Councillor D Berry (Convener)
Councillor J Caldwell
Councillor J Goodfellow
Councillor P MacKenzie
Councillor J Williamson
Councillor P McLennan

Council Officials Present:

Ms M Patterson, Depute Chief Executive - Partnerships and Community Services
Mr D Nightingale, Head of Education
Mr R Montgomery, Head of Infrastructure
Mr T Shearer, Head of Communities and Partnerships
Ms E Morrison, Service Manager – Customer Service
Ms S Cormack, Service Manager HR and Payroll
Ms A Cullen, Senior Review Officer
Ms M Evans, Business Support Officer
Mr C Howman, Amenity Protection Officer
Mr A Strickland, Policy Officer

Clerk:

Mrs F Stewart

Apologies:

Councillor F McAllister
Councillor J Gillies

Declarations of Interest:

None

1. MINUTE OF PPRC MEETING ON 29 APRIL 2014

The Minute of the PPRC meeting on 29 April 2014 was agreed to be a true record of the meeting.

Matters Arising

(Item 7) Councillor McLennan noted that a report on the Domiciliary Care Services had not been added to the Annual Work Programme following his request at the last meeting. Monica Patterson, Depute Chief Executive, asked for this report to be added to the agenda for the November meeting, providing the timescale permits.

2. DOG FOULING ENFORCEMENT UPDATE

The Depute Chief Executive, Partnerships and Community Services, had submitted a report to provide the Committee with an update on dog fouling enforcement activities and complaints during the period April 2013 to March 2014.

Eileen Morrison, the Service Manager for Customer Service, presented the report and Carl Howman, Amenity Protection Officer was present to respond to questions. Ms Morrison advised that the Council presently had one Amenity Protection Officer with primary responsibility for the enforcement of dog fouling legislation and one budgeted-for vacant post of Amenity Protection Assistant. However, she advised that all of the Community Wardens within the Safer Communities Team were authorised to issue Fixed Penalty Fines to offenders. Since February 2004, the Council had issued a total of 197 Fixed Penalty Fines for dog fouling, 7 of which had been issued during the period April 2013 to March 2014. During the same period, the Council had recorded 175 complaints of dog fouling being present on public open spaces and a further 172 reports through Dogwatch of witnessed offences. Ms Morrison advised that most of the Dogwatch reports failed to carry sufficient information to allow the case to be investigated through to a fixed penalty or letter of warning. Also, in April 2011, the Council had taken responsibility for the enforcement of legislation relating to the Control of Dogs (Scotland) Act. Given the potential implications of failing to deliver an effective service in this regard, the Amenity Protection Officer had had to prioritise this responsibility over dog fouling enforcement. The Council currently had 44 active Dog Control Notices/Agreements in place with owners of dogs deemed to require specific controls.

Ms Morrison stated that accurate statistical analysis of the scale of dog fouling was impossible to deliver as, in line with any actual reduction in the problem was an equal and opposite reduction in public tolerance. A number of initiatives to help reduce the problem were outlined; the Safer Communities Team intended to set up a marquee and issue publicity material at various events during the summer months, the Council was also investigating the possibility of providing a free micro-chipping service for dog owners to allow officers to trace the owner of stray dogs, and a voluntary 'approved user' accreditation scheme for professional dog walking companies had also been launched by the Council.

Councillor MacKenzie referred to the tests carried out on pavements by the Local Environment Audit Management System (LEAMS) and suggested that Community Councils could carry out similar tests. He also enquired about the availability of free scoop poop bags and dedicated bins, and was advised by Mr Howman that bags were available from libraries and Council offices, and litter bins were being dual purposed as dedicated bins had been vandalised.

Councillor Williamson noted that dog fouling incidents can be reported on-line and asked if more information could be requested from members of the public and Mr Howman replied that, in future, specific information would be requested to help identify offenders.

Councillor Caldwell stated that dog fouling was a matter that was still raised regularly at Community Council meetings and Community and Police Partnership (CAPP) meetings. He considered that the number of Fixed Penalty Fines for dog fouling did not seem particularly high and enquired if there was evidence that the fines were working as a deterrent. Mr Howman replied that they had recently had an intensive period of surveillance for one month from 6am until 10pm and that had had a noticeable impact.

Councillor Goodfellow enquired if all the Fixed Penalty Fines were paid and Mr Howman advised that any unpaid fines were referred to the Sheriff Officer who would attach his fee, and that of the Council, on to the penalty. Since the penalties were introduced in 2004, approximately 10 fines had not been paid.

The Chair noted that statistics showed that the number of sampled sections of pavement with the presence of dog fouling had reduced from 26% in 2003 to a current average of 7%. He also noted the number of complaints of dog fouling over the past year and asked if these figures appeared to correspond. Mr Howman replied that the public were definitely noticing a difference and the Chair considered that a positive belief in the system was encouraging people to report dog fouling offences.

The Chair asked what more could be done to continue the downward trend in offences and Mr Howman advised that the Safer Communities Team was continually looking at new ways to keep the issue in the spotlight.

Councillor Goodfellow stated that he was impressed with the report and appreciated all the work carried out by the Amenity Protection Officer and the Safer Communities Team. The Chair and Committee Members endorsed Councillor Goodfellow's comments.

Decision

The Committee agreed to note the content of the report.

3. FLY TIPPING UPDATE

This report was withdrawn from the agenda and would be postponed until the September meeting.

4. LITERACY IN EAST LOTHIAN SCHOOLS

The Depute Chief Executive, Resources and People Services, had submitted a report to inform the Committee of the work going on within schools, clusters and across the local authority to raise attainment in Literacy.

Darrin Nightingale, Head of Education, summarised the report. He stated that the teaching of literacy and numeracy was prioritised in East Lothian and advised that inspection advice notes showed that there was a high quality of learning and teaching in the majority of schools. There was also a firm commitment to partnership working, particularly with neighbouring authorities, to enhance the attainment and achievements of children and young people. Amongst other developments, the

Authority was a member of the South East Literacy Hub, one of a number funded across Scotland, as part of the Scottish Government's Literacy Plan to raise levels of literacy from early years into adulthood. More recently, it had been agreed to introduce 'Muckle Reading' a reading programme developed specifically for Scottish Schools, aimed at improving attainment and motivation in reading for all.

Mr Nightingale advised that his team was currently considering ways in which it would meet the requirement to increase the hours from 475-600 per year for Early Learning and Childcare for 3 and 4 year-olds and 'looked after 2 year-olds' from August 2014. He also outlined the strategies in place to raise literacy achievement in nurseries and schools, and a Literacy Action Plan was appended to the report.

With regard to progress in literacy in relation to national levels of performance (SQA), Mr Nightingale advised that, by the end of S4, East Lothian continued to equal or perform above both the national and comparator local authorities.

Councillor MacKenzie asked for clarification on the East Lothian Performance Indicators in Primary Schools (PIPS) Attainment Data and Mr Nightingale advised that he would forward this information to him. Councillor MacKenzie also referred to the PIPS Assessments which stated that there had been a decrease in 2013/14 to below average performance by Primary 5 pupils and by boys in Primary 7. As the peak age for reading was now soon after basic standards of literacy have been achieved, he was concerned that pupils could miss the opportunity to become engaged with reading at this stage and the opportunity might then be missed forever. Mr Nightingale agreed that pupils who do not begin reading early have lower levels of literacy later, but there were many distractions which limited the time young people spent reading out of school, for example Xboxes and iPads.

The Chair stated that the PIPS results appeared to contradict the report and asked Mr Nightingale if literacy levels in schools were improving. The Committee had been seeking more information on the performance of pupils in relation to literacy levels and what could be done to improve these levels. The Chair referred to the Performance in Primary Schools Data in the Appendix and stated that he would like to see equivalent detail for MidYIS (Middle Years) and secondary schools. Mr Nightingale replied that this information could be brought to a future meeting. The Chair stated that clearer briefs on reports would be helpful to Council Officers and Monica Patterson, Depute Chief Executive, suggested that more discussion could take place on reports prior to meetings.

Councillor Goodfellow was concerned at the narrow definition of literacy, as he would assert that to read a book on an iPad or Kindle was equally as good as reading a book. He did not accept that any inter-action with a screen was negative. He also maintained that a report on literacy should comprise of two elements, reading and writing and there was no mention of writing in this report.

The Chair proposed that a follow up report be brought before the Committee in approximately 6 months.

Decision

The Committee agreed to note the report.

5. PROGRESS REPORT ON MANAGING THE WORKFORCE

The Depute Chief Executive, Resources and People Services, had submitted a report to provide members with updated information in relation to the implementation of the Council's Voluntary Early Release Scheme (VERS) which was approved at Cabinet on 12 March 2013 and, in addition, provide an update on Efficient Workforce Management Planning (known as EWMP) during 2013/14. This report went before the Audit and Governance Committee on 20 May 2014.

Sue Cormack, Service Manager for Human Resources and Payroll, presented the report. She advised that a report had been approved in March 2013 introducing a Voluntary Early Release Scheme into the Council to achieve the necessary financial saving of £2m in 2013/14 and a further £1m full year effect in 2014-15, identified in the Council's 3-year budget (2013-16) approved on 12 February 2013. Efficient Workforce Management Plans (EWMP) were first introduced in 2010 as part of a wider efficiency programme and now formed an integral part of the Council's Financial Strategy in relation to managing costs down. The Council received 289 applications for VERS and 97 of those were approved. The introduction of the scheme, together with the related re-alignment of Council Services and the appointment of new service managers, had enabled the Council to streamline the workforce and facilitate the necessary organisational changes to deliver priority Council Services in the most cost effective way. The planned and actual savings relating to VERS and EWMP were detailed in the report. Ms Cormack stated that, with a large number of staff departures still relatively recent, it was difficult to fully assess the impact of their departure upon service delivery, although approvals had been restricted to circumstances where service impact could be minimised. The Customer Feedback Manager had been contacted and she had confirmed that there had been no noticeable increase in adverse feedback from customers, suggesting that the standard of services provided by the Council may not have been significantly affected.

In respect of resource implications, Ms Cormack confirmed for Members that it was currently estimated that VERS would lead to a recurring annual reduction in staffing costs of £2.84m. The cost of releasing staff had been £3m.

The Chair enquired if there was a shortfall in the actual savings arising from VERS when compared to the anticipated savings. Ray Montgomery, Head of Infrastructure, replied that the £3m cost of VERS was in this year's budget (2013-16) but there remained a significantly higher budget requirement year on year. The VERS target costs had been known prior to setting the budget for this year.

On the loss of experienced and specialist staff as a result of VERS, Ms Cormack advised that no risks had been identified by Service Managers or Heads of Service. She acknowledged that an impact was expected when staff left, but the aim was to bridge any gaps quickly and the ethos within the Council was for staff to share experience.

Councillor McLennan referred to a staff engagement survey mentioned in the report and Ms Cormack advised that the results of this survey were expected to be released in the near future. Mr Strickland added that a detailed review of the survey findings would be considered by *How Good is Your Council (HGIOC)*, the Council's Self-Evaluation tool, and reported back to the Committee.

Councillor McLennan also requested more specific detail on the financial savings achieved by VERS and information on any issues arising from the HGIOC assessment. The Chair stated that he would be satisfied if a report went first to Cabinet and a more detailed report to this Committee followed.

Decision

Members agreed to note the recent progress made with implementation of the VER Scheme and EWMP during 2013/14.

6. KEY PERFORMANCE INDICATORS: Q4 2013-14 AND 2013-14 ANNUAL INDICATORS

The Depute Chief Executive, Partnerships and Services for Communities, had submitted a report to provide the Committee with an overview of performance during the year 2013/14.

Andrew Strickland, Policy Officer, presented the report. He stated that the Performance Indicators were outlined in the Appendix to the report and invited questions from Members.

Councillor Goodfellow sought clarification on the measure relating to the % of young people reporting that they feel safe to go out in their neighbourhood in the evening. Mr Strickland advised that the cohort was pupils in S2-6 and confirmed that the question put to pupils had remained the same as last year.

Councillor McLennan referred to the measures relating to the % of road network resurfaced and Ray Montgomery, Head of Infrastructure, advised that the target for these measures was high, and in the preceding year, there had been a greater concentration on road surfacing. He stated that work done on road surfacing in 2013-14 reflected the available budget and he was satisfied that all essential work had been carried out.

Councillor McLennan noted that the target for zero delayed discharge patients was currently 4 weeks but would reduce to 2 weeks from April 2015. He asked what was being done now to prepare for this change and what plans there were for the future. Monica Paterson, Depute Chief Executive, replied that a report on current performance and the strategy for 2015 could be brought to a future meeting. The Chair proposed that this report could come to the November meeting.

Councillor Goodfellow enquired if the targets for each measure are reviewed and Mr Strickland replied that the targets for all measures are reviewed annually and can also be changed during the year, if considered necessary.

Councillor McLennan commented that the East Lothian Works initiative would have been in place for 3 years at the beginning of next year and proposed that a report on its effectiveness, together with information on the Council's wider employment strategy, could be brought before the Committee early in 2015.

The Chair highlighted the excellent results on the percentage of income due from Council Tax received by the end of the year, despite the impact of Welfare Reform and also the increase in the number of tourist days in East Lothian for day visitors and staying visitors.

ACTION POINT: Mr Strickland to request further information from the Children's Wellbeing Service Manager on the % of children looked after by the local authority with positive post school destinations for Councillor Mackenzie.

Decision

The Committee agreed to use the information provided in this report to consider whether any aspect of the Council's performance is in need of further investigation

7. ANNUAL WORK PROGRAMME 2014 UPDATE

In addition to the reports already on the 2014/15 Annual Work Programme and the reports requested at today's meeting, the Chair advised that the report on Flytipping which had been postponed from today's meeting would be added to the agenda for the September meeting. As the agenda for this meeting was now substantial, it was agreed to move the report on provision of outdoor learning from September to November 2014.

Signed

Councillor David Berry
Convener of the Policy and Performance Review Committee

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 23 September 2014

BY: Depute Chief Executive (Partnerships and Community Services)

SUBJECT: Fly Tipping Update

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1 PURPOSE

This report provides the Committee with a briefing on Fly Tipping.

2 RECOMMENDATIONS

2.1 The Committee is requested to note the content of this report.

3 BACKGROUND

3.1 Members called for a report on the level of fly tipping having to be managed within the county.

3.2 The Council currently records reported incidences of fly tipping through the CRM and has done so over the last 4 years. However, a number of changes in policy towards Special Uplifts; a lack of clarity between what constitutes fly tipped material; straight forward incidences of excess litter or material that has just been wrongly presented or disturbed by youths after being presented for Special Uplift means any figures gathered on the volume of fly tipping cannot be relied upon to give an accurate pattern of trends over a long enough period to provide meaningful data.

3.3 The recording of fly tipping has remained settled for the year 13/14 however and this approach will remain in place for the future. It will therefore be possible to present more meaningful figures in the future that accurately record what is recognised as actual fly tipping, the localities within the county where problems are greatest, the likely sources broken down between domestic and commercial waste and the type of waste being dumped. This information can then be jointly analysed between the teams with respective responsibility for enforcement / investigation, uplift of dumped material and management of special uplifts / community recycling centres.

The highest incidences of fly tipping, some 77% originate from domestic premises and are made up of household materials. The remainder is primarily vehicle tyres which could be commercial or domestic, white goods or construction waste including asbestos with each of these material groups accounting for 6% of incidences respectively and the balance is made up of small quantities of garden waste.

In terms of actual reports logged by the Contact Centre over the previous 16 months, these are summarised as follows

	Total Reports on Lagan	Not found	Sp Uplift	Animals	Not fly tipping	No eform	duplicate reports	Test (By CRM Team)	Not ELC land	TOTAL
Jul-14	85	4		5	2	1	3		1	69
Jun-14	90	1	1	4	2	2	2	1	4	73
May-14	55	4		1	8	2	4		3	33
Apr-14	57	5		3	1	1	5		3	39
Apr 13 - Mar 14	770	50	6	34	34	37	23	4	36	546

Unsurprisingly given the distribution of households and industrial / commercial premises the Musselburgh cluster accounts for 33% of fly tipping incidences, Preston, Seton and Gosford at 22% and Fa'side 24%. The Dunbar Cluster contributes 9%, North Berwick 4% and Haddington 9%.

- 3.4 Following a review of concerns raised by local communities, the Safer Communities Team have now added investigation and issue of fixed penalty tickets to offenders identified as responsible for fly tipping.
- 3.5 At the conclusion of the year 2014/15 the Council will be better placed to identify any wider trends with regard to fly tipping, in particular the type of materials being dumped and the locations. This information will then be used to consider if resources require better direction towards managing fly tipping materials at source and deployment of enforcement activities.

4 POLICY IMPLICATIONS

- 4.1 None

5 EQUALITIES IMPACT ASSESSMENT

- 5.1 This report is not applicable to the well being of equalities groups and an Equalities Impact Assessment is not required.

6 RESOURCE IMPLICATIONS

6.1 Financial - None

6.2 Personnel - None

6.3 Other - None

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REPORT TO: Policy Performance Review Committee

MEETING DATE: 23 September 2014

BY: Acting Chief Social Work Officer and
Heads of Adult and Children's Wellbeing

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SUBJECT: Child and Adult Protection
Reporting to Elected Members
April 2013 to March 2014

1 PURPOSE

This report gives an overview of the statistical performance information for Child and Adult Protection for Quarter 4, 2013/14 and a summary report for the full year 1 April 2013 to 31 March 2014.

2 RECOMMENDATIONS

2.1 The Committee is asked to:



- a) Note the contents of this report: and to,
- b) Consider how they would like this information reported in future; noting that the new Public Protection Office and Manager thereof will produce a Public Protection Annual Report for 2014 /2015 which will be available in June 2015 under the direction of the Joint Public Protection Committee.

3 INTRODUCTION

3.1 Quarter 1 2013/14 was reported to PPRC in September 2013 and Quarters 2 and 3 2013/14 were reported in March 2014. This report therefore includes statistics for Quarter 4 2013/14 and summarises and comments on the main themes over the full year 01 April 2013 – 31 March 2014. The data are also set within a historical context showing annual trends since 2010/11.

4 EAST LOTHIAN CHILD PROTECTION SUMMARY

4.1 Trends and Patterns 2013/14

Measure	Short term trend	Long term trend	2010/11	2011/12	2012 / 13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Annual (average)
No of children on Child Protection Register (CPR) in East Lothian			53	66	53	47	48	44	59	50

	Quarter 1 (Apr-Jun)	Quarter 2 (Jul-Sep)	Quarter 3 (Oct-Dec)	Quarter 4 (Jan-Mar)
No of children on CPR	47	48	44	59
No of families on the CPR	31	28	26	35
No of IRD's within quarter	105	110	77	113
No of children with repeat IRD's (within 15 months)	19 (18%)	30 (27%)	18 (23%)	34 (38%)
% Repeat registrations on CPR in quarter (within 12 months)	4	4	3	3
% of ICPC registered within quarter	64	60	70	77

4.2 Across the first 3 quarters 2013/14 the number of children on East Lothian's child protection register remained consistent. This followed the introduction of the Signs of Safety approach which has been used in relation to all initial child protection case conferences since April 2013. The reported figures are thought to reflect the positive strength based approach to assessing and planning for children and their families. Over Quarter 4, however, East Lothian reported a 32% increase in the number of children placed on the child protection register. The relatively small number of children on the Register means that this seemingly large percentage increase related to only 15 children which is not particularly significant in the context of child protection in East Lothian. Over the whole reporting period an average of 69% of children going to case conference were placed on the child protection register. This is consistent with the national picture demonstrating that the decision to convene a case conference was appropriate and the cases met the criteria set within the National Child Protection Guidance 2014 of children deemed to be at significant risk of harm.

4.3 National Child Protection statistics report that from August 2012 – July 2013 East Lothian undertook significantly more inter agency referral discussions that the national average whilst child protection case

conferences and child protection registrations sat just below the national average.

4.4 Historically there have always been peaks, both locally and nationally, in relation to child protection performance. Attempts have been made to understand the reasons for these peaks, however, there has been no specific local reason found. Child Protection data can change depending on a number of issues including the number of children within families, families moving across our authority border etc. An audit was conducted in early summer 2014, in partnership with the Public Protection Team, in relation to IRD and case conference thresholds, to assess and identify underpinning issues affecting the Quarter 4 peak activity referenced above. This audit evidenced that a number of cases could have been managed at a stage three intervention level and that a small number of cases had been considered within a Child Protection IRD prematurely. This audit of cases informed us of the need to undertake further work with practitioners in relation to IRD and case conference intervention thresholds focusing on the criteria of significant risk of harm and also the necessity to strengthen consideration being given to GIRFEC stage three intervention as a proportionate method of supporting and managing risk that falls below the agreed threshold for child protection.

4.5 The evaluation work undertaken highlighted themes around differing thresholds for IRDs; recording of IRDs and the development of interim safety plans and subsequently a number of proposals have been taken forward:

- An IRD and case conference threshold multi-agency intervention workshop has been delivered.
- A Getting It Right For Every Child (GIRFEC) stage 3 consultation episode will be developed within Framework-i to allow child protection concerns to be considered and recorded without necessitating progression to a child protection IRD.
- The current process for recording IRDs across the core agencies is being reviewed to reflect the criteria of significant risk of harm as set by the National Guidance for Child Protection 2014.
- A standard of practice checklist for interim safety plans has also been produced for use by multi-agency practitioners.

It is anticipated that once the above proposals are implemented there should be more consistency reached in thresholds for IRDs across core agencies. A further audit will be conducted in 6 months time to review this and this will be reported via the Joint Performance and Quality Improvement Sub Group to the Joint Public Protection Committee

4.6 Work has progressed in relation to shared/integrated chronologies and an agreement reached that all children on East Lothian's child protection register will have a shared/integrated chronology. This will be implemented across East Lothian by March 2015.

4.7 The National Guidance for child protection was updated earlier this year to reflect the requirements of Getting It Right For Every Child and the legal duties imposed by the Children and Young People's Act 2014. These changes relate mainly to the role and requirements of the Named Person, the child's plan and the shift in terminology from welfare to child's wellbeing. In addition, the guidance also makes reference in more detail to the important theme of child sexual exploitation and internet safety. The Lead Officers for child protection across Edinburgh and the Lothians are currently working on updating the Edinburgh and Lothian Child Protection Procedures to reflect these updates.

4.8 Following the community planning services for children inspection which report in April 2014, recommendations contained therein relating to child protection practice have been reviewed and necessary improvement actions have been incorporated into a refreshed East Lothian Multi-Agency Child Protection Improvement Plan 2014/15 (available on the Council website). This Plan was approved by the Joint Child Protection Committee and will be monitored by the Joint Performance & Quality Improvement Sub Group thereto.

5. EAST LOTHIAN ADULT PROTECTION SUMMARY

5.1 Trends and Patterns 2013/14

Measure	Short term trend	Long term trend	2010/11	2011/12	2012/13	Q1 2013 / 14	Q2 2013 / 14	Q3 2013 / 14	Q4 2013 / 14	Annual
Referrals	↓	↑	835	941	1065	293	311	283	257	1144
Duty to Inquire	↓	↓	143	307	363	78	74	64	55	271
IRD	↑	↓	58	145	132	27	40	16	19	102
Case Conferences*	↓	↓	36	95	141	20	16	16	12	64
Professionals meetings	↑	↓	-	-	40	4	5	4	8	21
No of open cases	↑	↓		56	48	34	39	46	68	47 (average)
Protection Orders	→	↓	8	5	11	3	1	0	0	4
No of Large Scale Investigations	↑	↓	2	7	6	1	0	0	1	2

5.2 There has been a marked change in the reported Adult Support and Protection activity from 1st April -2013 to 31st March 2014. There has been a 7.4% increase in the number of referrals received to Adult

Wellbeing. This figure includes all police referrals only a small percentage of which are considered to be Adult at Risk of Harm referrals. Despite this 7.4% increase in referrals there has been a significant decrease in all other Adult Support and Protection reported activity as tabled although the number of open cases has remained the same. This is believed to be because Adult Support and Protection processes are now more embedded within practice and practitioners are more confident and less risk averse in their decision making. This will be evaluated within our Performance and Quality Improvement audit activity in the current year.

- 5.3 In 2013-14, the Scottish Government identified five National Priorities within Adult Support and Protection. One of the priorities was to develop and implement a National Data Set which provides a template that enables the consistent collection of data nationally. A collection table and guidance notes have been created to support Local Authorities in this regard and consultation took place to confirm that Local Authorities were able to report on the required data. This report has been piloted within Q1 of 2013/14 and will be reviewed in October 2014 for implementation moving forward.
- 5.4 Women were more notably subject to Adult Support and Protection than their male counterparts. Financial Harm is the main type of Harm being perpetrated across the year, very closely followed by psychological harm and self harm. The latter is reflective of the large number of police referrals that do not necessarily meet the criteria of and Adult at Risk of Harm but are considered to be “vulnerable” and require specialist supports, for example drug and alcohol services.
- 5.5 Financial Harm is one of the Scottish Government’s 5 priorities and in line with this, it is one of the themes highlighted by its prevalence across East Lothian. In 2013/14, following a raid in East Sussex, all local authorities received a “suckers List” from their trading standards office detailing the names of people resident in their area who were being targeted for scams. This information has been shared with the Public Protection Office and links are being made with Trading Standards and Operations to identify and support those adults considered to be at risk of financial harm. Multi-agency Financial Harm workshops are being held within East Lothian and links are being made with local banks to raise awareness of Financial Harm and how to make referrals.
- 5.4 East Lothian Council have investigated a number of nursing/care homes within the authority where an individual has been harmed and/or the quality of care has been poor enough to potentially place people at risk of harm. In 2013/14 there were 2 Large Scale Investigations, which is a decrease from 6 in 2012/13. One was a private Nursing Home and the other a Care at Home Service. Again this area of Adult Protection work is one of the Scottish Government’s 5 National Priorities and a considerable amount of work has been undertaken within East Lothian to support and protect adults at risk of harm in care. The Public Protection

Office has led on this nationally with the Quality in Care model which provides early indicators of harm, enabling a pro-active approach to reduce the risk of harm and improve the quality of care in care settings.

- 5.6 The East and Midlothian Adult Protection Committee (EMAPC) agreed in March 2013 to commission an independent person to undertake a multi-agency self-evaluation exercise of adult protection services in both council areas. A number of case files were audited and practitioners from various disciplines were interviewed. On the whole the outcomes were positive and it was viewed that adults were largely supported and protected. There were a number recommendations which have been included in the Adult Support and Protection Improvement Plan. Similar to Child Protection, one of the key themes highlighted was the differences in thresholds for intervention in IRDs and Case Conferences. Service Users and carers were also contacted and their views obtained. On the whole, the majority who were interviewed reported that they generally felt safer as a result and that the intervention was necessary and proportionate.

6 PUBLIC PROTECTION OFFICE

- 6.1 While structures in Public Protection have developed separately over time, the reality for most service users is that their needs often span more than one category, for example, many children or adults at risk of harm live in households where domestic violence is an issue. Whilst recognising important differences between the areas, as the public protection agenda has gathered momentum, partnership agendas reflected this common interest and showed significant overlaps. In view of this, East and Midlothian Critical Services Oversight Group (CSOG), comprising Chief Officers of all constituent partner agencies, agreed to streamline our committee structures and establish a single Public Protection Committee.
- 6.2 East and Midlothian Public Protection Committee (EMPPC) was formally established in July 2014 and covers all functions and responsibilities of the Adult Protection Committee, the Child Protection Committee, the Offender Management Committee and the Violence Against Women Partnership, and maintains robust links with Midlothian and East Lothian Drug and Alcohol Partnership. The chair of the new Committee is Anne Neilson; the Assistant Director for Public Protection for NHS Lothian. To date East and Midlothian Public Protection Committee has met twice.
- 6.3 The Public Protection Team is now co-located in the Brunton Hall, and has strategic responsibility for Child and Adult Protection and Violence Against Women. MELDAP staff are now co-located with the Public Protection Team, and the next phase will see the police Public Protection Unit co-located as well. Improvement Plans are currently being developed in each of these areas and are reported via the Performance and Quality sub group of the EMPPC.

- 6.4 Reports will go quarterly to EMPPC and CSOG (Critical Services Oversight Group) and it is planned to compile an annual report at the end of the year 2014-15 which will include all public protection workstreams. This report would be available for members of PPRC in June 2015. An interim update on the first six months can be provided in December 2014, if required.
- 6.5 Notwithstanding the improvement plans for individual workstreams, multi-agency public protection performance management priorities identified for 2014/15 are:
- Thresholds for IRD (inter-agency referral discussion) and case conferences
 - Multi-agency chronologies
 - Risk Assessment
 - Adult Support and Protection Plans / Children’s Safety Plan

7 EQUALITIES IMPACT ASSESSMENT

- 7.1 An Equalities Impact Assessment is not required on the performance reporting aspect of this report, however an Equalities Impact Assessment will be required on the implementation of the Public Protection Team and will be completed in the next 3 months.

8 RESOURCE IMPLICATIONS

- 8.1 Financial N/A
- 8.2 Personnel N/A
- 8.3 Other N/A

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DATE	11 September 2014

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 23 September 2014

BY: Depute Chief Executive, Partnerships and Services for Communities

SUBJECT: Social Work Complaints and Feedback Annual Report 2013-2014

4

1 PURPOSE

- 1.1 To give a report on the use of the Council's Social Work complaints procedure for the year 2013/14.

2 RECOMMENDATIONS

- 2.1 To note the report.

3 BACKGROUND

- 3.1 Section 52 of the NHS Community Care Act 1990 and the Social Work (Representations Procedure) (Scotland) Directions 1996 requires every Local Authority Social Work Service to develop and implement a complaints procedure. The Council is also required to consider, in public business, an annual report on the use made of the procedure and the outcome of complaints.

- 3.2 Feedback (comments, complaints and compliments) about social work services are recorded on a customer feedback module on the Council's Customer Relationship Management System (CRM), which allows for the recording, monitoring and reporting of client feedback.

- 3.3 In line with its statutory requirements, the Council operates a 3 stage social work complaints procedure:

Stage 1 – Complaint dealt with directly at point of service

Stage 2 – Complaint requires formal investigation and response

Stage 3 – Referral to independent Complaint Review Committee (CRC)

Thereafter, there is a legal right of referral to the Scottish Public Services Ombudsman (SPSO).

BREAKDOWN OF FEEDBACK

3.4 Stage 1 complaints are dealt with directly at point of service. **29** Stage 1 complaints were recorded for the year 2013/2014, a 17% decrease from the previous year. These were straightforward complaints either resolved at first point of contact or referred to the relevant social worker/manager for swift resolution. Examples of Stage 1 complaints include messages not being returned, requested information not being provided, or delays/failures in providing an agreed service e.g. missed home care visit or failure to keep a scheduled appointment.

3.5 For the year 2013/14, East Lothian Council received **48** Stage 2 complaints about its social work services, a 29.5% reduction from last year when 68 were received.

3.6 A breakdown of complaints by subject and social work area per quarter is detailed in Appendices 1a and 1b.

3.7 The following is a breakdown by service:

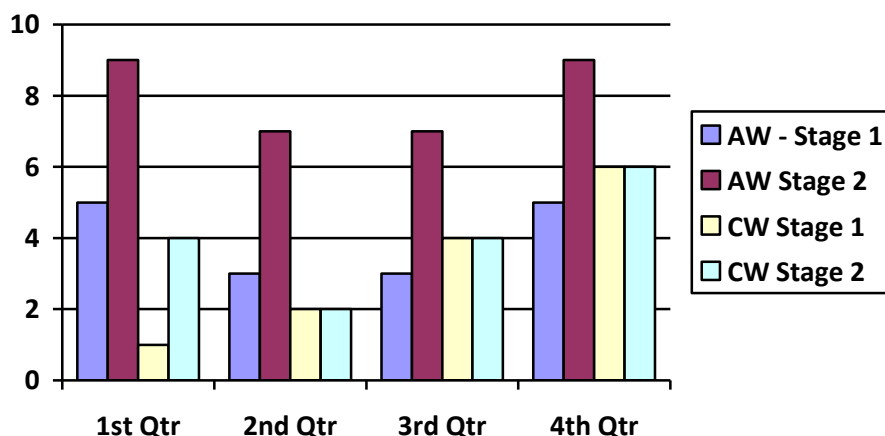
Adult Wellbeing (AW): Stage 1: **16**; Stage 2: **32**

Children’s Wellbeing (CW): Stage 1: **13**; Stage 2: **16**

Criminal Justice (CJ): **0**

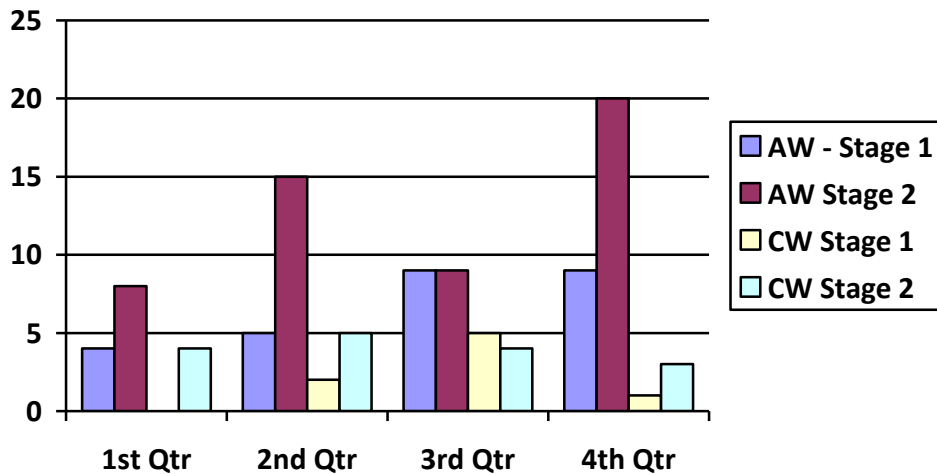
3.8 The following bar chart shows the number of Stage 1 and Stage 2 complaints for each social work service received per quarter for the year 2013/14:

Social work complaints per quarter 2013/2014



3.9 This can be compared against the chart below, which shows the total numbers of complaints received per quarter for last year (2012/2013):

Social Work complaints per quarter 2012/2013:



3.10 One thing to note is that there was an overall decrease in the number of complaints over the year, with the number of Stage 2 complaints received each quarter for both Adult Wellbeing and Children's Wellbeing remaining in single figures. Numbers stayed fairly consistent with slight peaks for Adult Wellbeing in Q1 and Q4 and a peak for Children's Wellbeing in Q4. Improvements could still be made in that, ideally, more complaints should be dealt with at Stage 1, particularly for Adult Wellbeing, as resolving complaints at an early stage is best for both the client and the Council. It should be noted, however, that a number of concerns are resolved operationally on a day-to-day basis without recourse to the complaints procedure.

3.11 Examples of Stage 2 complaints include:

- Child Protection – perception that social workers were taking the side of one parent over another (following relationship breakdown)
- Unhappy with changes to contribution levels towards cost of care packages
- Relatives not feeling included in decision making process relating to client's care / not listened to by social workers
- Unhappy with conduct / recommendations of social workers
- Unhappy with access / contact arrangements (in relation to children)
- Age of retirement from Day Centres
- Changes to Day Care provision

3.12 Social work services also receive comments and positive feedback about the services they provide, as well as about individual social workers. It is

important to provide a balanced view of services and so staff are actively encouraged to report any compliments they receive. **4** comments and **60** compliments were received about social work services in 2013/14. There was a slight decrease in the number of compliments received last year (66) but compliments represented a higher proportion of the overall total of customer feedback about social work services; 42.5% as opposed to 39% last year. Extracts of some of the positive comments received from clients and their families are attached at Appendix 2. The majority of compliments were for the Adult Wellbeing service and a notable number were received about the standard of care at The Abbey Care Home in North Berwick.

3.13 Complaints should be acknowledged within 3 working days (reduced from 5 working days) and responded to within 28 days. The average acknowledgement and response times for the year 2013/14 were as follows:

89% acknowledged within 3 working days (2012/13: 99% - for an acknowledgement timescale of 5 working days)

79% responded to, or an update provided, within statutory timescale (28 days). 62% received a full response within timescale. (2012/13: 82% and 60% respectively)

3.14 Often, due to the complex nature of Stage 2 social work complaints, there can be difficulties in providing a full response within the statutory timescale. However, updates will be provided wherever possible and extensions agreed with the complainant. Holding more face-to-face meetings and increasing telephone contact to try and resolve complaints at an earlier stage is being encouraged. Meetings with clients and/or their representatives is often necessary at Stage 2 and is seen as good practice.

3.15 The proportion of Stage 2 complaints upheld, partially upheld and not upheld for the year was as follows:

	2012/13	2013/14
Upheld	21%	21%
Partially upheld	45%	21%
Not upheld	34%	58%

3.16 The % of complaints not upheld rose significantly from last year, while the number of complaints partially upheld decreased. The % of upheld complaints remained the same.

3.17 Wherever a complaint was partially or fully upheld an appropriate apology was given and learning actions were undertaken. This included updating and improving information to clients, reviewing procedures and reminding staff of customer care standards.

- 3.18 The top 5 subjects of complaint for all social work services were:
- 1) Conduct / attitude of social worker (*correlation found between complaints and social worker advising of unwelcome decision*)
 - 2) Child Protection issues (handling of referrals, experience at Child Protection Case Conferences, implementation of decisions e.g. contact etc)
 - 3) Care Package (including allocated time for tasks / use of eligibility criteria / quality of care etc)
 - 4) Financial issues e.g. charges or contributions towards care
 - 5) Day Centres
- 3.19 Three complainants asked for their complaints to be referred to a Complaints Review Committee (CRC). One related to deprivation of capital and was not upheld. Another related to charges for care at home services where a parent thought their daughter was being overcharged. This was upheld by a Complaints Review Committee but then overturned by the Social Work Appeals Sub-Committee (SWASC). A subsequent complaint to the SPSO that the SWASC had acted unreasonably was not upheld. The third complaint related to how Children's Wellbeing had interacted with a parent and grandparents who did not have access to a child. A CRC did not uphold the complaint but did make some recommendations about service improvement, specifically in relation to the recording of meetings. The CRC also noted the remedial actions already taken by the Council to try and resolve the complaint.
- 3.20 The SPSO received 6 complaints about East Lothian Council's Social Work Services, 1 less than last year. One complaint about social work services is currently open at the investigation stage (the final case referred to in paragraph 3.20).
- 3.21 For the complaints closed at Stage 1 or Stage 2 of the complaints process, resolutions included:
- Providing additional information / clearly explaining policies and procedures e.g. eligibility criteria for services
 - Giving an apology, where appropriate
 - Acknowledging mistakes and taking action to correct any errors
 - Providing required service
 - Arranging meetings with social worker or social work manager to explain decisions taken
- 3.22 There was a notable decrease in the number of complaints about the waiting times for Occupational Therapy Assessments and the time taken to process financial assessments and reach decisions on whether or not

clients were self funding or local authority funded for residential care. There was also a decrease in the number of complaints received about the quality of social work reports. This may be due to the following improvement actions undertaken last year:

- Training in report writing skills carried out for social workers
- Changes to financial assessment process
- Improvements to public information

DEVELOPMENTS FOR 2014/15

- 3.23 Complaints Review Committees remain a statutory requirement until a decision is taken by Ministers on the Scottish Government Review of the social work complaints procedure. East Lothian Council will be chairing the Social Work Scotland Complaints sub-group for the year 2014/15. Following the production of complaints information specifically for children, a review will be undertaken to look at improving access to the complaints procedure for adults with learning difficulties.

4 POLICY IMPLICATIONS

- 4.1 None

5 RESOURCE IMPLICATIONS

- 5.1 Financial – None
- 5.2 Personnel - None
- 5.3 Other – None

6 EQUALITY IMPACT ASSESSMENT

- 6.1 This report is not applicable to the well being of equalities groups and an Equalities Impact Assessment is not required.

7 BACKGROUND PAPERS

- 7.1 Appendix 1a– Complaints Breakdown (Adult Wellbeing) 2013/2014.
- 7.2 Appendix 1b – Complaints Breakdown (Children’s Wellbeing) 2013/14
- 7.3 Appendix 2 - Extracts of compliments received about social work services in East Lothian 2013/2014.

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DATE	9 September 2014

Appendix 1a Stage 2 Complaints Breakdown 2013/2014 for Adult Wellbeing

Main Subject of Complaint	April – June 2013	July – September 2013	October – December 2013	January – March 2014	Total
Care Package (including allocated time for tasks / use of eligibility criteria / quality of care etc)		1	2	5	8
Staff attitude / conduct	2	1	1	2	6
Financial issues e.g. charges or contributions towards care	1		4		5
Day Centres	2	2			4
Home Care	2			1	3
Occupational Therapy Service (including time taken for assessment)	1	1		1	3
Communication / involvement in care decisions		2			2
Residential Care	1				1
Outcomes	Not Upheld x 6 Partially Upheld x 2 Upheld x 1	Not Upheld x 6 Partially Upheld x 1 Upheld x 0	Not Upheld x 2 Partially Upheld x 2 Upheld x 3	Not Upheld x 2 Partially Upheld x 4 Upheld x 3	NU -16 PU – 9 U- 7
Total Number of Complaints	9	7	7	9	<u>32</u>

Appendix 1b Stage 2 Complaints Breakdown 2013/2014 for Children's Wellbeing

Main Subject of Complaint	April – June 2013	July – September 2013	October – December 2013	January – March 2014	Total
Conduct / attitude of social worker	3	1	2	2	8
Child Protection issues (including handling of referrals, operation of Child Protection Case Conferences, implementation of decisions re: contact/ visits etc)	1	1	2	3	7
Quality of social work reports				1	1
Outcomes	Not Upheld x 4 Partially Upheld x 0 Upheld x 0	Not Upheld x 1 Partially Upheld x 1 Upheld x 0	Not Upheld x 3 Partially Upheld x 0 Upheld x 1	Not Upheld x 4 Partially Upheld x 0 Upheld x 2	NU -12 PU – 1 U- 3
Total Number of Complaints	4	2	4	6	<u>16</u>

Appendix 2 - Extracts from compliments received about social work services for the year 2013/2014

Subject: Residential Care

'No words can fully express our appreciation for the thoughtful care and support you have shown to dad during his stay at the Abbey... He was in a safe and loving environment, stimulated and encouraged to participate in the activities and the difference in his attitude to life was amazing. Thank you for the compassion shown to us at the end of dad's life and thank you for making his passing peaceful and dignified.'

Subject: Provision of Equipment

'The team was fantastic and in four days we had all the various aids to help my husband get about our house safely. Stair rails, grab rails on the outside door and in garden.... All the staff and workmen were very friendly and caring. We cannot thank you all enough for the way we have been treated.'

Subject: Support of Social Worker

'I just wanted to thank you for all your help. You helped me turn things around when I didn't even believe it was possible to do so.'

Subject: Occupational Therapy / Hospital Discharge

'We cannot thank all parties, concerned with aftercare, enough after my husband's discharge from hospital. Especially JM, OT and EL who were very kind and patient, explained everything in a polite and pleasant manner and in a way which we could both understand.'

Subject: Home Care

'Thank you for all the wonderful care and support given to my mother...no other agency whether private or public sector could have done better. The Team are a credit to ELC and provide a vital service to families when they need help the most.'

Subject: Duty Response and Rehabilitation Team

'I would like the council to keep and, if possible, expand this wonderful team and give it the recognition it deserves.'

Subject: Report Writing

Compliment received on the quality of reports to the Permanency Panel and professionalism of staff.

Subject: Child Protection Training

Mr F passed on his thanks and appreciation for the Child Protection Training held in September 2013 which was high quality, engaging and informative.

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 23 September 2014

BY: Depute Chief Executive - Partnerships and Community Services

SUBJECT: Customer Complaints and Feedback

5

1 PURPOSE

- 1.1 To report on the use of the Council's complaints handling procedure for the year 2013/2014 and provide analysis on customer feedback received for Q1 of 2014/2015: 1 April 2014 to 30 June 2014.

2 RECOMMENDATIONS

- 2.1 To note the report.

3 BACKGROUND

- 3.1 East Lothian Council complies with the model complaints handling procedure for local authorities introduced by the Scottish Public Services Ombudsman (SPSO):

Stage 1 (Frontline Resolution) - Complaint dealt with at point of service within 5 working days

Stage 2 (Investigation) – Investigation of points raised, acknowledged within 3 working days and response provided within 20 working days

If complainants remained dissatisfied after completing this process then they have a legal right of appeal to the SPSO. Those complaining about social work issues have the option of asking for their complaint to be referred to a Complaints Review Committee (CRC).

- 3.2 Complaints, comments and compliments are recorded on the Council's Customer Relationship Management system (CRM), which provides data on the types of complaints customers make about Council services, as

well as complaint handling performance. This system also records comments and compliments from customers.

- 3.3 The Council records and reports on complaints received by the Contact Centre, local area offices and the Customer Feedback Team. Service areas are encouraged to report complaints they receive through these channels to ensure recording is as accurate as possible.
- 3.4 The SPSO has complied complaints indicators to help local authorities monitor their complaints handling performance. These indicators will be identified throughout the report and will help with benchmarking across local government. This is the first year of using these indicators.

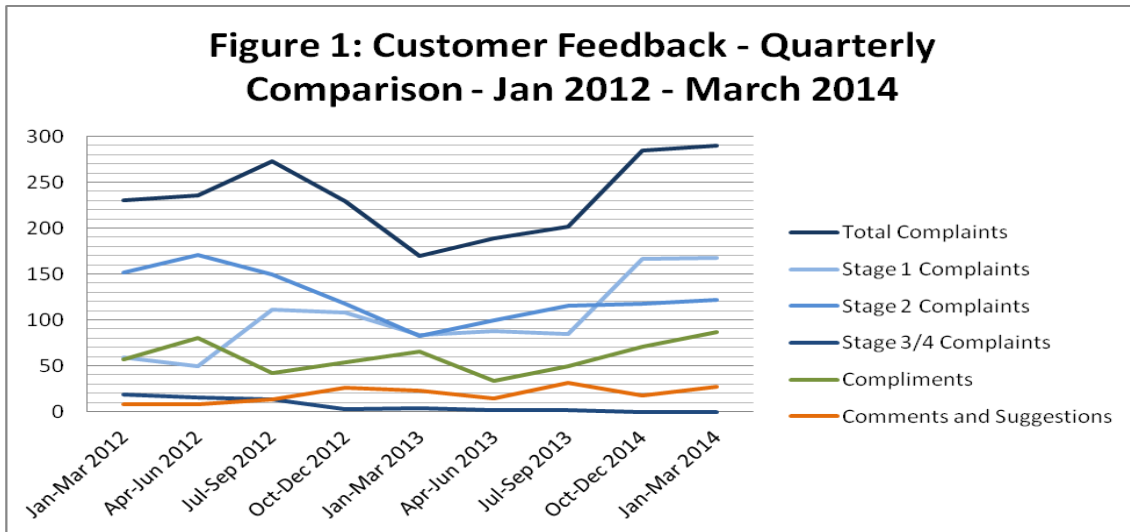
YEARLY OVERVIEW 2013/2014

- 3.5 For the year 2013/2014, East Lothian Council received **961** complaints. This was made up of 507 Stage 1 complaints and 454 Stage 2 complaints. This was almost a 10% increase on the total number received last year (872).
- 3.6 The total number of complaints received represented 0.9 complaints per 1000 population (*based on 2013 mid-year estimate of 101,360*). **SPSO Performance Indicator 1.**
- 3.7 A total of 1293 customers contacted us with their views on our services, up from 1183 last year.
- 3.8 The number of complaints, comments and compliments received for each quarter were as follows:

Type of customer feedback	Q1 (April – June '13)	Q2 (July – Sept '13)	Q3 (Oct – Dec '13)	Q4 (Jan – March '14)
Stage 1 complaints:	88	85	166	168
Stage 2 complaints:	99	115	118	122
Total no of complaints:	<u>187</u>	<u>200</u>	<u>284</u>	<u>290</u>
Compliments:	34	50	71	87
Comments:	14	31	18	27

- 3.9 52.7% of the overall total number of complaints were closed at Stage 1. 47.3% were closed at Stage 2. 1.2% of the Stage 2 closed figure represented complaints escalated from Stage 1, as the complaint had been unable to be resolved at service level. **SPSO Performance Indicator 2.**

3.10 As shown in the table above and in Figure 1 (below), there was a steady increase in the total number of complaints received each quarter, peaking in Q4. The number of compliments received also increased each quarter, which is pleasing to note.



3.11 It is encouraging to see the significant rise in the proportion of complaints now being dealt with at Stage 1 of the complaints procedure i.e. dealt with directly at service level. This builds on progress last year and is in line with best practice, as it is better for both the complainant and the Council for issues to be resolved quickly by the service concerned. This demonstrates a responsive attitude towards complaints. Stage 1 resolutions included providing an agreed service, providing additional information / explanation, apologising for a service failure, manager / team leader making contact to try and resolve issue.

3.12 The Customer Feedback Team identifies at time of receipt whether a complaint should be dealt with at by the service area (Stage 1) or whether the subject of complaint requires an investigation (Stage 2). Making this decision at an early point prevents frustration on the part of both the customer and the service area.

3.13 There is no single identifiable cause for the rise in complaint numbers for 2013/2014. This could be a result of changes being made to how some services are delivered in light of the financial challenges being faced by local authorities. Also, work carried out to publicise the complaints procedure and advise people, particularly more vulnerable groups, of their right to complain may have had an impact.

3.14 Complaint outcomes for 2013/14 are detailed below. **SPSO Performance Indicator 3**

Stage 1 Complaints (overall average for the year)

- Upheld 25%

- Partially Upheld 20%
- Not Upheld 55%

Stage 2 complaints (quarterly breakdown)

Stage 2	Q1	Q2	Q3	Q4	Average
Upheld	13%	12%	29%	33%	23%
Partially Upheld	28%	43%	20%	18%	27%
Not Upheld	59%	45%	47%	49%	50%
Outcome not selected			4%		

3.15 Average outcomes for 2012/2013 for Stage 2 complaints were:

- Upheld - 27.5%
- Partially Upheld – 32.5%
- Not Upheld – 39%

3.16 The % of Stage 2 complaints being upheld and partially upheld dropped slightly compared to last year, whereas the % of complaints not upheld (i.e. no evidence of maladministration and service failure) rose.

3.17 Of the 12 complaints escalated from Stage 1 to Stage 2, 92% were not upheld and 8% were partially upheld.

3.18 Where complaints were upheld / partially upheld, appropriate apologies were given and action taken to put the situation right and to make sure a similar situation did not happen again. Where complaints were not upheld an explanation and information was provided. For Stage 1 cases, action was taken to give the complainant their required outcome if at all possible, regardless of outcome.

3.19 The average time to respond to Stage 1 complaints was 4 working days and the average working time for responding to Stage 2 complaints was 12 working days. The average response time for responding to complaints escalated from Stage 1 to Stage 2 of the complaints procedure was 8 working days. **SPSO Performance Indicator 4**

3.20 Acknowledgement and response times per quarter for 2013/2014 are set out below: **SPSO Performance Indicators 5 & 6**

	Q1	Q2	Q3	Q4	Average
Stage 1 Response (5 working days)	94%	93%	99%	88%	93%
Stage 2 Acknowledgement (3 working days)	89%	97%	96%	84%	92%
Stage 2 Response (20 working days)	67%	94%	86%	84%	83%
Extension agreed	12%	4%	9%	10%	9%

- 3.21 Acknowledgement and response times did dip in Q4 but it should be noted that complaint numbers increased over the year, which did impact on performance.
- 3.22 Overall, there was an improvement in Stage 2 response times compared with 2012/2013, where the average was 76.5%. 100% of cases escalated from Stage 1 to Stage 2 were responded to within timescale. Acknowledgement performance dipped from an average of 96% in 2012/2013 to 92%. This is an area to be targeted for improvement.
- 3.23 The overall number of complaints, comments and compliments received per service area for the year 2013/2014 is outlined in Appendix 1.
- 3.24 The service areas with the highest number of complaints over the year were:
- Property Maintenance (32% of total)
 - Transportation (10% of total)
 - Community Housing (8% of total)
 - Waste Services (6% of total)
 - Landscape & Countryside (5% of total)
- 3.25 Property Maintenance consistently receives the highest number of complaints, which is not surprising considering the nature of the service and the high level of interaction with tenants. Although it should be noted that the proportion of Stage 2 complaints received about housing maintenance issues steadily decreased during 2013/14, with a significantly higher % of complaints being resolved at the frontline compared with 2012/2013. A service review has also been undertaken, which should help to improve services to tenants.

3.26 Members requested more information about the types of complaints being received about housing maintenance issues. The most repeated subject of housing complaints for 2013/2014 were as follows:

- Outstanding day-to-day repairs (various)
- Recharges (normally after moving out of a property)
- Staff attitude / conduct / lack of customer service
- Appointments (not kept / inconvenient / length of time to wait)
- Damp / condensation
- Roof / Rhones / Guttering
- Ineffective repair (did not work first time)
- Standard of kitchens and bathrooms (wanting upgrades)
- Shared cost repairs

3.27 Some services areas have seen a decrease in complaints received compared to last year, such as social work services. Others have seen an increase e.g. Transportation and Waste Services.

3.28 Notable subjects of complaint included:

- Cemetery / grounds maintenance (in particular grass cutting)
- Maintenance of roads (including potholes) and pathways
- Withholding decoration allowance for new tenancy due to outstanding debt to ELC
- Planning process
- Housing allocations policy
- Management of bullying in schools
- Antisocial behaviour investigations
- Bins not being uplifted
- Staff conduct
- Changes to care packages
- Gas safety inspection charge due to non-access
- Council Tax administration

3.29 Complaints about staff attitude only represented 3.5% of the total number of complaints received for 2013/2014. This continues the trend reported

last year where complaints about staff attitude significantly decreased from the number received the previous year.

3.30 3 social work complaints were referred to a Complaints Review Committee (see the 2013/2014 social work complaints report for further details).

3.31 The SPSO received 51 enquiries and complaints about ELC during 2013/2014, an increase from 40 in 2012/2013. 25 of these related to housing issues.

3.32 The service areas receiving the highest number of compliments were:

- Adult Wellbeing
- Customer Services
- Property Maintenance
- Landscape & Countryside
- Libraries

3.33 All customers using the complaints procedure now receive a survey card / link to online survey with their response to assess customer satisfaction with the complaints service, focusing on quality outcomes. There have been limited returns so far but a link between a negative complaint outcome and dissatisfaction with the overall process has been identified. Customers have, however, indicated general satisfaction with how easy it is to make a complaint, clarity of response and how they have been treated with by the Customer Feedback Team. Efforts are being made to increase the number of returns to gather more information on customer experience of making a complaint. **SPSO Performance Indicator 7**

3.34 It is important that lessons are learned where evidence of maladministration and / or service failure is identified. Below are some examples of recommendations for service improvements made in 2013/2014 following complaints investigations:

- Review information in Repairs and Maintenance policy and Tenant's Handbook in relation to the provision of additional locks on windows and doors to clarify responsibilities of both council and tenant
- Improving information provided to tenants on insurance provision
- Review administrative procedures relating to home to school transport (Taxi requests)

3.35 In addition to the public six monthly reports to the Policy Performance Review Committee, it is intended to produce quarterly briefings for the Council Management Team and complaint case studies for service areas.

Service areas are already asked to use complaints information and customer feedback when completing self-assessments. Training modules are being developed on Learn Pro to help support and train staff in dealing with complaints. **SPSO Performance Indicator 8**

CUSTOMER FEEDBACK Q1 – 1 APRIL TO 30 JUNE 2014

- 3.36 **214** complaints were received during Q1 2014/2015. This was made up of 110 Stage 1 complaints and 104 Stage 2 complaints. This was a 26% reduction from the amount received in Q4 last year but a 13% increase when compared with Q1 last year.
- 3.37 74 compliments and 25 comments were received, both significantly higher than Q1 last year.
- 3.38 94% of Stage 1 complaints were responded to within 5 working days.
- 3.39 Stage 2 acknowledgement and response times were:
- 97% acknowledged within 3 working days
 - 74% responded to within 20 working days
- 3.40 Acknowledgement performance improved from last quarter (84%) but there was a 10% dip in response performance. Both figures were favourable compared to Q1 last year (see table at paragraph 3.20)
- 3.41 A breakdown of comments, compliments and complaints received by service is attached at Appendix 2.
- 3.42 The service areas with the highest number of complaints were:
- Property Maintenance
 - Waste Services
 - Adult Wellbeing
 - Transportation
 - Community Housing
- 3.43 It should be noted that although Property Maintenance still received the highest number of complaints, its number of Stage 2 complaints continues to reduce.
- 3.44 Notable subjects of complaints included:
- Open space maintenance (including grass cutting)
 - Library rules / changes to library layouts
 - Delays in carrying out road repairs

- Issuing of Summary Warrant / application of discounts (Council Tax)
- Condensation / Dam (lack of action to resolve)
- Gas recharges
- Housing allocations policy / sign up process
- Additional in-service day for Primary School staff - short notice
- Changes to care packages

3.45 It was disappointing to note that 28 complaints about staff attitude were received (12% of overall total), as these decreased during 2013/2014.

3.46 Complaint outcomes this quarter were as follows:

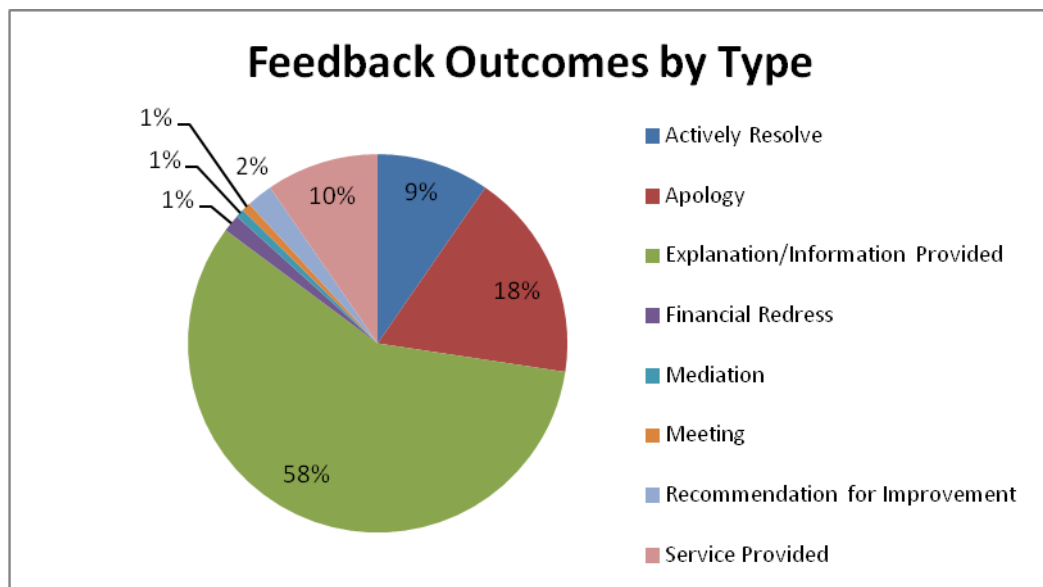
Not Upheld - 43%

Partially Upheld – 33%

Upheld – 24%

3.47 Figure 2 (below) identifies actions taken to resolve and respond to complaints.

Figure 2



3.48 Improvement actions identified by the service in those cases where complaints were upheld or partially upheld will be acted on in the coming year to prevent similar complaints being received in future.

4 POLICY IMPLICATIONS

4.1 None

5 RESOURCE IMPLICATIONS

5.1 Financial - None

5.2 Personnel - None

5.3 Other - None

6 EQUALITY IMPACT ASSESSMENT

6.1 This report is not applicable to the well being of equalities groups and an Equalities Impact Assessment is not required.

7 BACKGROUND PAPERS

7.1 Appendix 1 Breakdown of Customer Feedback by service for the year 2013/2014

7.2 Appendix 2 Breakdown of Customer Feedback by service for Q1 2014/2015 (1 April 2014 to 30 June 2014)

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Appendix 1: Customer Feedback Breakdown by Service for the year 2013/2014

Directorate		Comment	Compliment	Stage 1 Complaint	Stage 2 Complaint	Total	
Services for Communities	Antisocial Behaviour	1	2	3	7	13	
	Community Housing	6	7	44	33	90	
	Customer Services	1	37	20	5	63	
	Economic Development	0	0	2	0	2	
	Environment	0	0	0	3	3	
	Facilities Management	0	3	3	0	6	
	Homelessness	0	0	3	5	8	
	Housing	0	0	1	5	6	
	Landscape and Countryside	12	26	26	24	88	
	Libraries	11	22	23	1	57	
	Licensing	0	0	1	2	3	
	Planning and Building Control	0	4	8	19	31	
	Property Maintenance	11	35	183	126	355	
	Property Services	0	2	5	4	11	
	Trading Standards	0	0	0	1	1	
	Transportation	16	16	44	55	131	
	Waste Services	14	7	48	5	74	
	Other - Services for Communities	6	4	9	30	49	
	Services for People	Adult Wellbeing	4	57	16	32	109
		Children's Wellbeing	0	3	13	16	32
Criminal Justice		0	0	0	0	0	
Education and Schools		1	2	11	35	49	
Other - Services for People		5	3	12	8	28	

Appendix 1: Customer Feedback Breakdown by Service for the year 2013/2014

Directorate		Comment	Compliment	Stage 1 Complaint	Stage 2 Complaint	Total
Support Services	Community Care Finance	0	0	0	2	2
	Council Tax	0	4	10	14	28
	Cultural Services	0	0	1	0	1
	Democratic Services	0	0	0	0	0
	Finance	0	1	1	9	11
	Human Resources	1	0	1	1	3
	IT	1	0	1	0	2
	Legal Services	0	0	1	2	3
	Print Unit	0	0	0	0	0
	Revenues and Benefits	0	2	5	3	10
Other/Unknown	Other/Unknown	0	5	12	7	24
Feedback Total		90	242	507	454	1293

Appendix 2 – Customer Feedback breakdown by Service for Q1: 1 April 2014 to 30 June 2014

Directorate	Service Area	Comment	Stage 1 Complaint	Compliment	Stage 2 complaint	Total	
Services for Communities	Antisocial Behaviour	0	0	0	2	2	
	Community Housing	2	7	3	10	22	
	Customer Services	1	2	9	0	12	
	Economic Development	0	0	0	1	1	
	Environment	0	0	0	2	2	
	Facilities Management	0	2	1	2	5	
	Homelessness	0	1	0	1	2	
	Housing	0	0	0	1	1	
	Landscape and Countryside	6	9	9	6	30	
	Libraries	1	2	6	3	12	
	Licensing	0	0	0	1	1	
	Planning and Building Control	1	0	0	2	3	
	Property Maintenance	1	39	7	28	75	
	Property Services	0	1	1	0	2	
	Trading Standards	0	0	0	0	0	
	Transportation	6	10	2	7	25	
	Waste Services	2	21	2	4	29	
	Other - Services for Communities	1	3	10	1	15	
	Services for People	Adult Wellbeing	0	4	16	9	29
		Children's Wellbeing	0	3	3	7	13
Criminal Justice		0	0	0	1	1	
Education and Schools		1	0	2	5	4	
Other - Services for People		0	1	0	1	2	

Directorate	Service Area	Stage 1 Comment	Stage 1 Complaint	Compliment	Stage 2 complaint	Total	
Support Services	Community Care Finance	0	0	1	0	1	
	Council Tax	0	1	0	4	5	
	Cultural Services	0	0	0	0	0	
	Democratic Services	0	0	0	0	0	
	Finance	0	0	0	0	0	
	Human Resources	0	0	0	0	0	
	IT	0	0	0	0	0	
	Legal Services	0	0	0	1	1	
	Print Unit	0	0	0	0	0	
	Revenues and Benefits	0	3	0	3	6	
	Other - Support Services	0	0	2	0	2	
	Other/Unknown	Other/Unknown	3	1	0	2	6
	Feedback Total		25	110	74	104	313

Stage 2 Complaints relating to Staff Attitude	28
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REPORT TO: Policy and Performance Review Committee

MEETING DATE: 23 September 2014

BY: Depute Chief Executive (Partnership and Services for Communities)

SUBJECT: Draft Council Annual Public Performance Report 2013/14

6

1 PURPOSE

- 1.1 To provide the Committee with the draft Annual Performance Report 2013/14

2 RECOMMENDATIONS

- 2.1 The Committee is asked to note the draft Annual Performance Report 2013/14 and to consider whether it wants further reports on any aspect of the Council's performance.

3 BACKGROUND

- 3.1 The Annual Performance Report is a summary of the Council's performance in relation to its commitments in the Council Plan and the Single Outcome Agreement. The information contained within the report generally relates to the financial year 2013/14 (April 2013 – March 2014).
- 3.2 Information contained within the report has been drawn from the Council's Key Performance Indicators, from the Council Plan monitoring report, from audit and inspection reports and from other reports to Council committees. The report shows performance against the four objectives of the Council Plan 2012-17.
- 3.3 Audit Scotland has carried out an evaluation of Council Annual Public Performance Reports. The results of this work were reported to the Accounts Commission in June 2014. The report cited East Lothian Council's 2012/13 Annual Performance Report as an example of good practice in four areas:

- Structured approach to public performance reporting
- Effective use of customer satisfaction information
- Responsiveness to its communities
- Reporting of revenues and service costs.

3.4 Given these comments this year's Annual Performance report follows the same structure and format as last year's. The Annual Performance Report will be made available to the general public via the Council's website before the end of September 2014, although hard copies will be available for anyone that does not have access to the internet.

4 POLICY IMPLICATIONS

4.1 The reporting of performance is essential if the Council is to demonstrate Best Value. Reporting performance will help the Council to display openness, transparency and accountability. Best Value places a duty upon the Council to report performance to the public in order to enhance accountability.

5 EQUALITIES IMPACT ASSESSMENT

5.1 This report is not applicable to the well being of equalities groups and an Equalities Impact Assessment is not required.

6 RESOURCE IMPLICATIONS

6.1 Financial – none

6.2 Personnel - none

6.3 Other – none

7 BACKGROUND PAPERS

7.1 Appendix 1: Draft East Lothian Council Annual Performance Report 2013/14

7.2 Statutory Performance Information 2012/13: An Evaluation of Public performance Reporting – Report to Accounts Commission 18th June 2014 (Agenda Item 12)

AUTHOR'S NAME	Andrew Strickland
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DATE	09/09/2014

How Good is Your Council?

East Lothian Council's Annual Performance Report 2013/14

Outcomes and priorities

This is the second Annual Performance Report for the period covered by the *Council Plan 2012-17*.

This year's Annual Performance Report is structured around the four Objectives of the Council Plan 2012-17:

- **Growing our Economy** - to increase sustainable economic growth as the basis for a more prosperous East Lothian.
- **Growing our Communities** - to give people a real say in the decisions that matter most and provide communities with the housing, transport links, community facilities and environment that will allow them to flourish.
- **Growing our People** - to give our children the best start in life and protect vulnerable and older people.
- **Growing the Capacity of the Council** - to deliver excellent services as effectively and efficiently as possible within our limited resources.

The report includes a summary of the progress the Council has made on achieving the commitments made in the Council Plan.

It concludes with a brief summary of the Council's finances and financial position, highlighting 'where the money goes' and an overview of the financial outlook for the Council.

The 10 outcomes of the Single Outcome Agreement 2013

The Report also reflects progress in achieving the 10 outcomes of the Single Outcome Agreement 2013 that the Council has signed up to as a member of the East Lothian Partnership. These 10 outcomes are:

1. East Lothian has a growing sustainable economy
2. The cycle of poverty is broken for individuals and families in East Lothian
3. Communities in East Lothian are able to adapt to climate change and reduced finite natural resources
4. All of East Lothian's young people are successful learners, confident individuals, effective contributors and responsible citizens
5. East Lothian's children have the best start in life and are ready to succeed
6. In East Lothian we live healthier, more active and independent lives
7. East Lothian is an even safer place
8. East Lothian has high quality natural environments
9. Everyone in East Lothian has access to quality sustainable housing
10. East Lothian has stronger, more resilient, supportive, influential and inclusive communities.

Performance indicators

The Council monitors how well it delivers its services using a range of performance indicators. Some of the indicators, known as the Local Government Benchmarking Framework (LGBF), are set by the Improvement Service for Local Government in Scotland and are used by every council in Scotland. However, most of the indicators are chosen by the Council or the East Lothian Partnership to reflect local priorities identified in the Council Plan and Single Outcome Agreement.

Our indicators are generally reported on a quarterly basis (once every three months) or on an annual basis. Most of the indicators have a target that helps to provide context on how well the Council is performing. Comparisons with other areas in Scotland are also available for some indicators.

Further information regarding each indicator can be found on the Council's performance website:

http://www.eastlothian.gov.uk/info/200453/performance_reporting or by clicking on any of the links below:

Growing our economy



Planning



The environment and waste management



Crime, safety, anti-social behaviour and criminal justice social work



Countryside & Leisure



Children's Wellbeing



Tackling poverty



Effective, efficient and excellent services



Transport, roads and lighting



Protective services



Cultural & Community Services



Healthier living, independent living and community care



Education



Housing & Homelessness



Services built around people and communities



Prioritising prevention and promoting equality



Growing our Economy – to increase sustainable economic growth as the basis for a more prosperous East Lothian

Related outcome from the Single Outcome Agreement

1. East Lothian has a growing sustainable economy

In 2020 East Lothian will have a dynamic and flourishing economy with our citizens proud to live, learn, work and play in East Lothian.

The East Lothian Economic Development Strategy 2012-2022

In 2012 the East Lothian Partnership agreed the East Lothian Economic Development Strategy 2012-2022. The central purpose of the Strategy is to identify the opportunities which East Lothian can exploit to maximise its sustainable economic competitiveness. In doing so, the Strategy provides a framework that guides a more joined up approach to economic development.

In order to achieve the vision outlined by the Strategy, two strategic goals have been set to increase the number of businesses with growth potential and to increase the proportion of residents working in and contributing to East Lothian's economy.

The following five strategic objectives have been established to enable delivery of the strategic goals:

- To be the best place in Scotland to set up and grow a business
- To be Scotland's leading coastal, leisure and food & drink destination
- To build on our proximity to Edinburgh to encourage study, work and spend in East Lothian
- To provide high quality employment pathways for East Lothian's workforce
- To become Scotland's most sustainable local economy

Relevant Performance Indicators for this objective can be found at:

Growing our economy



Planning



Transport, roads and lighting



What we said we would do	What we have done
Implement the East Lothian Economic Development Strategy and its action plan	Key achievements to date include: <ul style="list-style-type: none"> - establishment of East Lothian Works - Open for Business events - Golf British Open 2013– economic impact £17.6m - Wish You Were There and other tourism promotion activity - Presence at trade shows in key sectors - EU Regional Selective Assistance award to Prestonpans, Wallyford, Whitecraig, Cockenzie and Port Seton
Establish an Economic Forum with business and farming community representatives and further education institutions and engage with local businesses and potential investors in East Lothian to identify how the Council can further support business growth	The Sustainable Economy Partnership has been established with representatives from the Federation of Small Businesses, the Chamber of Commerce and further education institutions. Groups have been established to support delivery of Economic Development Strategy and engage with sectors of the economy, including: <ul style="list-style-type: none"> - The Attractions Group - Golf Alliance - Food and Drink Hospitality and Producers Group - Festivals Group
Continue to support the county's farmers and fishing communities through the food and drink and other initiatives and funding programmes	Tyne/ Esk Leader, the Axis 4 Fisheries Programmes and various Food and Drink initiatives have been delivered. Working in partnership with Scottish Borders Council to deliver EU Maritime and Fisheries Programme 2014-2020. Working in partnership with Midlothian Council to deliver EU LEADER (rural development) Programme 2014-2020.

Strong industry engagement and flexibility together with council support ensure success of the Food & Drink initiative regarded as an exemplar project by the Scottish Government. 2013 saw East Lothian Food & Drink having a presence for the first time at the BBC Good Food Show in Birmingham as certain companies involved in the initiative have grown to a point where they are now capable of servicing a UK market. Hospitality businesses keenly enter the Food & Drink competition and food & drink is showcased at tourism events such as the VisitScotland Expo and Wish you were there.



Highlights of the Initiative include:

- Companies now supplying supermarkets/major retailers through presence at various shows such as BBC Good Food Show and Scotshot
 - Cider company supplying major supermarket groups such as Tesco, Sainsbury and Morrisons
 - Rapeseed oil company supplying Harvey Nichols
 - Smoked trout company supplying Campbell's meat suppliers and distributed throughout Scotland
 - Preserve company supplying John Lewis with range of gift items
- A start up cider company now employing 10 employees and exporting worldwide and was voted the 3rd best cider in the world at the Chicago Cider convention 2013
- A start up chocolate manufacturer now employing 19 employees and moved during 2011 to a large manufacturing unit in Haddington.
- A dairy farm now providing direct deliveries of milk to the doorstep has 17 employees

What we said we would do	What we have done
<p>Provide high quality employment pathways for East Lothian's workforce which will support those furthest from the labour market to develop work ready skills and give every young person the opportunity to undertake training, take up an apprenticeship, work experience or a job</p>	<p>East Lothian Works was established in March 2013 to act as the focus for the Employability Strategic Project. It focuses on young people through Skill Centre, bespoke Activity Agreements and Work Experience programmes.</p>

east lothian
works

East Lothian Works is the flagship initiative of the Employability Strategic Project (led by Skills Development Scotland). Opened April 2013, East Lothian Works has brought together all council employability services (Business Gateway start-up service, The Skill Centre, ELVOS, Guideline) together with existing and new services from Skills Development Scotland, Job Centre Plus, The Edinburgh College, Queen Margaret University, Social Enterprise in East Lothian, MiEnterprise, Cornerstone and, Community Care Forum.

East Lothian Works has been promoted widely with direct partner and word-of-mouth referrals and there has been a fourfold increase in demand in adult guidance enquiries from across the authority. Increasing numbers of East Lothian residents are now benefitting from this service.

Working in partnership with key employability agencies to provide more targeted and efficient joined-up service.

Focus on the most vulnerable young people, school leaver destination statistics indicate 89.9% of young people aged 16-24 are currently in a positive destination (employment, training, education or volunteering).

Focus on positive destinations for Looked After Children has been incorporated into Children's Wellbeing strategic and operational plans. Initiatives to support young people into employment and increase their preparedness for work include supporting pupils disaffected with school through the Tots & Teens programme and the development of the training academy in Partnership with QMU and Edinburgh College.

The Council successfully applied for a combined Scottish Government and European Social fund grant of £238,191 in July 2013 to manage the delivery of the Youth Employment Scotland Fund, which provides wage subsidies to support the creation of sustainable job opportunities (including Modern Apprenticeships) within the private sector for unemployed 16-24 year olds.

East Lothian Council agreed to use funding from the Scottish Government's scheme to create 12 modern apprenticeship / graduate placement opportunities within the council and 30 new six month, paid work training experience opportunities for vulnerable young people.

The Youth Employment Scotland Fund has supported the East Lothian Employer Recruitment Initiative which has delivered:

- 62 new jobs in the private sector for young people (16-24)
- 20 new paid work experience opportunities in East Lothian Council
- Six graduate internships in East Lothian Council
- Six Modern Apprenticeships in East Lothian Council.

Support for business start-ups and business growth

The Council operates a number of schemes – see below to support business growth including:

- East Lothian Investments Interest-Free Loans and signposting to other forms of grant and loan funding
- High Value Recruitment Grant
- Business Development Grant
- Social enterprise grant assistance
- ELI Ltd £10,000 start-up and £25,000 established Business Loans
- Trade Association Grants - £2,500 per association
- Companies supported into Scottish Enterprise account managed status – target achieved
- Business Gateway start-up loan
- EU Regional Selective Assistance

2012/13

141

2013/14

206

Total number of new business start-ups supported by East Lothian Council grants and loans

What we said we would do	What we have done
<p>Use the Council’s purchasing power through the use of community benefit clauses to provide opportunities for work experience, training and apprenticeships</p>	<p>Embedding community benefits in procurement (CBIP) into all appropriate procurement contracts. East Lothian Works leading on engagement with employers and their offer, monitoring and ensuring successful outcomes in provision. Business interest continues to grow in this expanding programme with several companies, offering to work more actively with schools to compliment learning across the curriculum. Key achievements include:</p> <ul style="list-style-type: none"> • Increasing numbers of work placements for school leavers • 22 companies actively participating • Two Modern Apprentices • School Career Talks, mock Interviews and CV workshop • Construction and Event Hospitality Design Projects
<p>Support investment in business start ups and growing businesses, including the construction industry and other key sectors, through interest free loans and other local and national support programmes</p>	<p>The Council operates a number of schemes to support business start ups – see below</p>

What we said we would do	What we have done
Identify areas for business opportunities in the East Lothian Local Development Plan and reduce the time taken to determine commercial planning applications through a more efficient and streamlined approach to dealing with all planning applications	Performance in determining business applications within two months has improved. In 2013/14 36 applications were decided; 22 in less than two months (average 6.5 weeks) and 14 in more than two months (average 71 weeks due to backlog). In Q1 of 2014/15 five applications were decided; four in less than two months (average 6.8 weeks) and only one in over two months (30.4 weeks).
Support and encourage the development of land allocated for business; where appropriate, fund infrastructure to enable sites to be developed to support new jobs and opportunities for strong sustainable economic growth through working with the business sector and agencies such as Scottish Development International to attract inward investment	<p>Several sites (e.g. Gateside East) are being considered for mixed use, resulting in opportunities to unlock development on economic land allocations and provide impetus for business development.</p> <p>Ongoing engagement with Queen Margaret University regarding site at Oldcraighall and with Scottish Enterprise on a variety of emerging opportunities at Cockenzie.</p> <p>Work starting in 2014 on extension to Mid Road Industrial Estate Business Units funded from European Regional Development Fund additional capital allocation by the Council.</p>

What we said we would do	What we have done
Work with partners and providers to explore how we can improve connectivity, including the roll out of faster Broadband and mobile communications across the county to support and encourage local businesses and home working	East Lothian Council has worked with consultants to produce a broadband strategy which sets context and council approach to influencing and supporting national and local initiatives.

Broadband

East Lothian Council is playing the lead role in the preparation of a broadband strategy. The strategy will highlight gaps and opportunities for residences and business premises.

Broadband project run by Scottish Government underway with contract award to BT in July 2013. This is expected to provide faster Broadband to 85%-90% of premises in East Lothian. Indicative phasing suggests that areas around Gullane, Longniddry, Pencaitland and Gifford will be included in phases 3 and 4 currently scheduled for June 14 – March 15 and the remaining areas scheduled for the last three phases scheduled for Dec 16 – Dec 17.

The Council has provided wifi in Haddington Town Centre to allow the public and local businesses to access free wifi. This will act as a pilot for a scheme that will roll out free public wifi in the six main East Lothian towns.

What we said we would do	What we have done
<p>Support local companies and build their capacity to ensure they have the opportunity to compete for Council and other public sector contracts</p>	<p>Range of procurement seminars and 1:1 consultancy advice available to local businesses</p> <p>The Council is a member of the Supplier Development Programme, a national scheme aimed assisting companies to tender for public sector contracts – any East Lothian business can access bespoke assistance through this investment. 70 businesses registered with this programme.</p> <p>East Lothian Council Procurement team has attended Meet the Buyer and Meet the Council events and Pre-Qualification Questionnaire training has been given to suppliers along with feedback on draft Pre-Qualification Questionnaire completion.</p>
<p>Regenerate East Lothian’s town centres through: ensuring that planning decisions made by the Council are sympathetic to preserving the vitality and viability of our town centres; supporting “Shop Local” promotional activity and initiatives that will support the re-opening of empty shops; reducing congestion and improving town centre parking</p>	<p>Musselburgh Town Centre Strategy was approved by Council and implementation work has started</p> <p>The Council’s Capital Programme (2014-2017) includes a total of £1.5m for Town Centre Regeneration</p> <p>Town centre regeneration is a focus of the Sustainable Economy Partnership and also of several of the Area Partnerships.</p> <p>Christmas Shop Local each year, growing year-on-year, in terms of retailers and purchases made. Working with town business and trade organisations to support footfall and regeneration. For examples 126 local retailers took part in the 2013 Christmas Shop Local and 7,000 entries were received.</p> <p>17 retailers participated in Shop Doctor Programme piloted in 2013. 2014 Shop Doctor Programme in process of implementation across East Lothian.</p>
<p>Work with East Lothian’s tourism sector to support appropriate tourism opportunities including sports and cultural events that attract visitors to East Lothian</p>	<p>See Below</p>
<p>Develop a new Culture and Heritage Plan that maintains the success of community initiatives, tourism opportunities and recent Council investment in infrastructure to support the economic development strategy</p>	<p>1st Draft completed. Wider consultation on Plan now required with a view to refining and finalising.</p>
<p>Work with the voluntary sector to create and develop social enterprises using the Social Investment Fund and other sources of funding and support</p>	<p>Dedicated Business Adviser for Social Enterprise support working with Social Enterprise in East Lothian which is now in East Lothian Works. Grant and other support, as well as signposting to other forms of funding.</p>

Visit East Lothian

East Lothian Council leads on the Tourism Implementation Plan with input from industry groups as appropriate. The Open Golf Championship was held at Muirfield in July 2013 which attracted over 140,000 visitors and worldwide TV coverage in excess of 600 million to Scotland's Golf Coast. In order to make the most of the Open championship a 'legacy plan' has been developed. The East Lothian Golf Tourism Alliance is regarded as a best practice case study of industry engagement and their input to and co-operation with marketing and business development initiatives is vital.

'Wish you were there' was held in Edinburgh in early August to entice residents of and visitors to Edinburgh to East Lothian showing the best of East Lothian attractions, food and drink and activities. With the mantra of Scotland's Festivals' County, ongoing support and collaboration with and between event organisers ensures that the strong events' and festivals' product grows and develops.

Grant and sponsorship support to new and existing events continues to have an economic impact on towns.

Working with emerging East Lothian Festivals' Group to develop offering and ensure East Lothian positioned as 'Events County'.

John Muir Festival signature event for Homecoming 2014 - successful opening of John Muir Way and Festival in Dunbar, with increase in footfall in Dunbar town centre recorded.

The Council is working with the Central Scotland Green Network to develop Dunbar as the walking hub linking the John Muir way with the Southern Upland Way.

Work completed to Galloway's Pier in North Berwick to increase its use for tourist activities.

Supporting Social Enterprise

Social enterprises are businesses that aim to address social goals rather than generate profits for owners or shareholders. The Council provides support for social enterprises in a number of different ways. During 2013/14 two social enterprises started up and 11 pre-start social enterprises in receipt of assistance to develop their business concepts, including.

- Working with STRIVE to establish a home care services social enterprise and a community based garden maintenance service
- Progressive Sports Development – ex-footballer who has set this up as a CIC to deliver sports to children and develop coaches
- Karele: An equine Centre just outside of Haddington delivering Equine Assisted Therapy and Learning to all age groups
- REdesign East Lothian
- The Fashion School Dunbar which will train young people in fashion design
- Growing Forth which has some land at Archerfield and supplies vegetables to local cafes
- Creative East Lothian
- Amisfield Walled Garden to develop the cafe and education centre.

Growing our People – to give our children the best start in life and protect vulnerable and older people

Related outcomes from the Single Outcome Agreement

2. The cycle of poverty is broken for individuals and families in East Lothian
4. All of East Lothian’s young people are successful learners, confident individuals, effective contributors and responsible citizens
5. East Lothian’s children have the best start in life and are ready to succeed
6. In East Lothian we live healthier, more active and independent lives

Giving our children the best start in life

The Council is fully committed to giving our children and young people the best possible start in life in terms of education and educational attainment. Investment in early intervention and prevention to overcome financial, social and health inequalities that may affect the future life chances of our children is going to be increasingly important. The quicker we intervene in a family problem the less likely they will escalate towards crisis and need statutory interventions and the more chance of positive outcomes.

Relevant Performance Indicators for this objective can be found at:

Children’s Wellbeing



Education



Children and young people

What we said we would do
Implement the Integrated Children’s Service Plan
Implement the agreed approach to kinshipcare
Fully support the development of early intervention, including: delivering family interventions that strengthen families so that children can safely stay with them; rolling out the Support from the Start model across East Lothian through cluster based engagement with local people and groups; and, beginning an ambitious programme to develop children and families services in the community across East Lothian
Develop equitable early years and nursery services to provide nursery places for all 3 and 4 year olds and work towards meeting parental choice

The Integrated Children's Service Plan 2013-2017(ICSP) which was approved by the Council in August 2013 is to be revised following the multi-agency inspection of Children's Services. (see below)

The Children's Wellbeing Kinship Care and Fostering Strategy: Payments to Foster Carers and Kinship Carers was agreed in April 2013. Payments to foster carers have been increased and updated Carer Guidance has been issued to support foster and kinship carers.

Kincare placements have increased. In June 2014 there were a total of 221 placements – 59 home supervision; 102 foster care; 34 Formal Kin care; 26 residential care – an increase of seven from the previous year.

The Early Development Instrument (EDI) is a key part of the Council's approach to early intervention. The EDI assesses key attributes of pre-school children which allows services to focus on the aspects that need improving to provide children with the opportunity to develop to their full potential. The analysis is being used to determine local cluster based improvement priorities through Support from the Start and School Cluster groupings. Work is underway to prepare for the re-run of EDI the 2014/15 academic year.

Support from the Start is the pioneering East Lothian initiative which provides a joined up local response to health inequalities in the early years of life. It is based around six school cluster based groups. Each Support from the Start Group has been developing a local parenting pathway in each cluster area to ensure equality of access to parenting support.

The Education Service is rolling out universal early learning and childcare provision as provided for in the Children and Young People Bill. As part of this we plan to increase resources for two year olds.

Provision for three and four year olds will be through extended am & pm session for 2014 -15, after which parental comments will be sought and where ever possible provision will be adapted to offer flexibility and choice to

parents. Looked after two year olds will have an individual plan evidencing ways in which they are offered 600 hours of Early Learning and Childcare.

Two year olds from 'workless' households will be offered a place the term after their 2nd birthday.

Olivebank transferred to Children's Wellbeing in Jan 2014. In partnership with Children 1st, resources have already been invested in outreach work to supplement Olivebank Services with a temporary worker appointed in March 2014.

Inspection of services for children and young people

The joint inspection of services for children and young people in the East Lothian Community Planning Partnership area took place between October and November 2013. It covered the range of services in the area that had a role in providing services to benefit children, young people and families. The inspection teams were made up of inspectors from the Care Inspectorate, Education Scotland, Healthcare Improvement Scotland and Her Majesty's Inspectorate of Constabulary for Scotland.

Overall the inspectors concluded that joint working was effective with a number of demonstrable improvements in the life chances of vulnerable children and young people. However, a number of areas for improvement were identified regarding strategic leadership and planning.

Particular **strengths** that are making a difference to children, young people and families include:

- Staff across services work very effectively together to identify children and families who are experiencing difficulties and need additional help and support. These children, young people and families are benefitting from high quality and flexible support services at an early stage before their difficulties get worse.

- There is a strong, child-centred culture which empowers staff to work together closely in the best interests of children and young people.
- There are consistent, high quality responses to children and young people at risk of abuse. Staff quickly and efficiently share concerns about children and young people. They work jointly to make very effective decisions about what they need to do to keep children and young people safe.

The inspection also identified some areas in which East Lothian Council and its partners **need to improve**. The inspection highlighted the following areas:

- Improve planning for services for children to ensure the priorities reflect a “whole child” approach and use this to measure impact on agreed outcomes
- Secure continuous improvement in the quality of assessment of risks and needs and planning for individual children
- Work together to improve the meaningful participation of children, young people and families in policy and service development
- Implement rigorous and systematic joint self-evaluation to lead to improvement
- Provide the strong collaborative leadership and the direction needed to improve the quality of outcomes for children, young people and families.

The Council and its partners in delivering services for children and young people responded immediately to the inspection report and submitted a multi-agency Services for Children Improvement Plan by 30 June 2014.

New governance arrangements for Services for Children have been established based on a new Children’s Strategic Partnership and seven thematic multi-agency supporting Planning & Delivery Groups.

Education

What we said we would do

Continue to increase educational attainment and ensure that the Council has a resource strategy to implement the Curriculum for Excellence, protect school budgets, reduce the number of composite classes and protect rural schools

Take advantage of technological opportunities for senior pupils to access a wider range of subjects at their own school

Develop the partnership with Queen Margaret University and the Further Education colleges to develop the Academy model and provide vocational training spaces in all secondary school

Education – What we have done

Analysis of 2014 SQA results will guide both development and schools with their ongoing planning on where development is required in addition to building on strength.

Schools, like all departments, have had to find financial savings. The department has undertaken service reviews to minimise the effect on the front line by reducing central support.

With a growing primary population there has been the need to increase composite classes in the session 2014/15, in addition to an additional eight classes across the authority.

The Education Service is currently coming to the end of a “Bring Your Own Device” pilot, allowing Primary and Secondary pupils to connect to an approved Wifi provider in the school. There is a planned roll out to all six secondary schools and initially two primaries.

The successful Tourism and Hospitality Academy model is now being used as a model for rolling out to other areas and other subjects including Social Care,

Creative Industries and Food Science. The Council is in discussion with Edinburgh College to develop an Engineering academy

Strategic groups identified and working to achieve progress to identify skills gaps and shortages of regional employers and to match these to the supply of education and training in the region. Further to look at the optimum model(s) of learning, location and infrastructure to deliver this education and training.

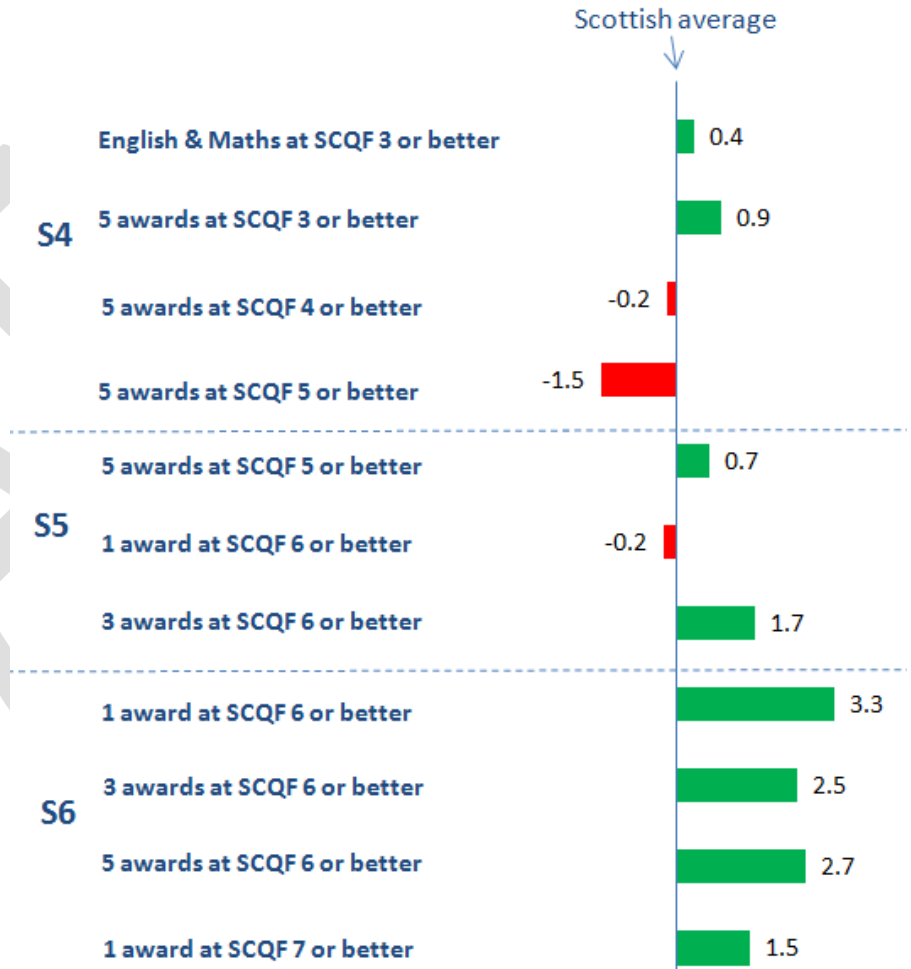
Educational Attainment

Exam results for pupils in East Lothian are generally higher than the Scottish average. However, some significant variations are beginning to emerge (see graph opposite).

Several actions have been identified to improve levels of attainment:

- Raising the level of challenge of courses within S1-S3
- Improved curricular and skills transition from cluster primary schools
- More effective monitoring and tracking processes
- Further improve the quality of learning and teaching
- Schools using data more effectively to provide appropriate and targeted support for pupils both in Senior Phase and in Broad General Education
- Close monitoring of attendance
- Continue to develop learning skills and higher order thinking skills programmes across schools
- Greater focus on accountability through analysis of exam results linked to classroom practice
- Improved collaborative approaches to learning and teaching
- Continue to provide high quality support in line with GIRFEC (Getting It Right For Every Child)

The graph below shows the difference (in percentage points) between East Lothian and the Scottish average for a range of educational attainment measures. The data relates to the school year 2012/13:



Inspection of the learning community surrounding Musselburgh Grammar School

Community learning and development partners within the area of Musselburgh Grammar School were inspected by Education Scotland during February 2014.

The inspection aimed to find out how well partners are improving the life chances of people living in the community through learning, building stronger more resilient communities and improving the quality of services. The inspection also looked at how well staff and volunteers are developing their own practices, and how well partners, including schools are working together.

This inspection found the following key strengths.

- An effective mix of targeted and universal work.
- A clear focus on the most disadvantaged parts of the community.
- The high quality of community-based learning programmes.
- A strong commitment to the training and development of all partners that will support shared outcomes.

The partners in the learning community should further support and improve:

- Attainment levels in the secondary school;
- Systematic approaches to recognise young people's and adult's achievements through award programmes;
- Positive destinations for the most disadvantaged young people;
- Outcomes for young people in Whitecraig senior youth club; and
- Joint self-evaluation activities.

The School has developed a plan to address the feedback from the inspection and improve outcomes for young people.

We asked, you said, we did...

Consultation on Draft School Session Dates 2014/15

We asked...

The Education Service consulted parents on two options for school session dates for 2014/15. Option 1 mirrored the Midlothian Council dates, while option 2 mirrored the dates of Edinburgh City Council.

You said...

Option:	Result:
Mirror Midlothian Council	147
Mirror Edinburgh City Council	97

We did...

The Education Committee took note of this and agreed to approve Option 1 as the school session for 2014/15.

Protecting vulnerable and older people

The Council is committed to implementing policies and providing services that give everyone the opportunity to lead a fulfilling life. The Council has a legal duty of care for vulnerable people but it also has a moral duty.

The growth of East Lothian's older population means that the Council will be faced with significant cost pressures in meeting the demand for care services. The priority will be to focus resources where they are most needed, to shift the balance of care to provide enhanced quality of life for people in their own homes, and to invest in early intervention to reduce the demand for more costly crisis intervention.

Relevant Performance Indicators for this objective can be found at:

Healthier living, independent living and community care



Tackling poverty



What we said we would do

Update the Older People's Strategy and develop a new integrated early intervention services model to build on the success of our response and rehabilitation service to continue to shift the balance of care through developing community based options and maximising opportunities to live independently for as long as possible

Continue to plan for the introduction of a Health and Social Care Partnership and further develop opportunities with NHS Lothian for integrated service provision to protect local health care services and ensure East Lothian residents have access to local health facilities

Provide high quality respite opportunities for carers and users of care services

Promote opportunities for Healthy Living throughout East Lothian

Maximising opportunities to help people live independently

A Shadow Board for the Health & Social Care Partnership has been established and a Jointly Accountable Officer has been appointed. We are working with our colleagues in NHS Lothian to develop the Integration Scheme and Strategic Plan to stay on course for establishment of the Integration Joint Board in 2015.

Arrangements have now been put in place to establish the Integration Strategic Plan for East Lothian. This will include a focus across the needs of all adult population groups including older people. The process underway to develop the strategic plan will involve extensive engagement with local stakeholders. This process will fulfil the requirement to update the Older People's Strategy.

Work is underway to explore models of integration for children's health and children's wellbeing services, for consideration by the Council by spring 2016.

East Lothian Council maintains a balance of care that ensures people remain in their own homes and communities for as long as possible. We have developed an emergency care service which provides a rapid response to people who may have had issues in their own homes. This service was anticipated to see 60-80 people per month but is now providing interventions for nearly three hundred people per month

Community Response and Community Access Teams continue to support people staying in their own homes with telephone response to Community Alarm/Telecare activations and requests for aids and adaptations. The potential to further develop these services to improve outcomes and avoid hospital admissions was identified through the Adult Wellbeing Best Value Report. East Lothian and Midlothian Councils have established a joint post for one year to review options for TeleHealth and Telecare as a further development.

Key achievements include increasing number of calls from community alarm/telecare clients within ELC and MLC. As at end of Dec 2013, 95.44% of calls answered within one minute (Telecare Service Association (TSA) standard 97.5%) and 99.2% answered within 3 minutes (TSA standard 99%).

Respite services for older people have been enhanced by the purchasing of places within the private sector thereby offering different choices for support and care. A new respite unit (Potters Path) for people with a disability has been opened up as a replacement for a service that could no longer be sustained. This is offering respite to people with complex needs.

The Council has produced a strategy and action plan for delivery of respite services which will introduce a respite bureau which will allow people to “book” their choice of respite through one central position. We are developing the service by making more efficient use of budgets in relation to transport and day service sessions.

The Council and health service are working closely together to look at the opportunities for healthy living through East Lothian

The Council and health service have supported the development of the Ageing Well service, including part-funding a post to provide this service. Also Ageing Well developed a sporting memories project jointly with staff at the John Gray Centre.

What we said we would do	What we have done
<p>To meet the growing demand for home care services we will work with the voluntary sector and encourage the creation of social enterprises to work together with commercial home care services to enhance the quality, standards and choice and capacity of care available to east Lothian residents</p>	<p>The Council is working with STRIVE to support start up social enterprise organisations. Work is underway to develop a project with Social Enterprise East Lothian to contribute to the Integrated Systems Pathway project with support from the Change Fund. The Integrated Systems Pathway project addresses the integration of a number of health and social care initiatives by drawing together the Frailty project, step up step down beds and a social enterprise element to support improved outcomes.</p> <p>The Council has completed a procurement exercise which will deliver on outcome focused support for people who require help to live at home and ensure increased capacity within East Lothian’s care at home services. The new framework of providers is in place and dialogue on the outcome focused approach is taking place through a Providers Forum. A specification has been prepared for a further procurement exercise to commission electronic call monitoring as a key management tool to support the outcome focused approach.</p>
<p>Modernise adult day services led by users and guarantee personal development plans for all vulnerable adults</p>	<p>The Council has created the Hub for people with a range of needs in Fisherrow, Musselburgh. The Hub provides increased opportunities for access to education, training, employment and social activity.</p> <p>The Council has worked closely with service users to provide personal development plans and support and engaged specifically with external providers to look at how that these can be provided. Individual plans will be introduced as part of the self-directed support assessment</p>

Tackling Poverty

What we said we would do

Implement the Tackling Poverty Strategic Plan, increase access to welfare and money advice and to Credit Unions in East Lothian and seek to minimise any potentially negative impacts from the UK Government's welfare reforms

Tackling poverty and Welfare Reform – What we have done

The Council is carrying out a range of work to tackle poverty and mitigate the impact of welfare reform. It has established a Welfare Reform Task Group with a detailed action plan of activity to prepare for and mitigate the impact of welfare reform.

Significant changes to the welfare system came into effect on the 1st April 2013. Some of the changes have had relatively little impact on people in East Lothian; however, other changes have been much more substantial. The most significant implications are outlined below.

Housing Benefit Under Occupancy Supplement – tenants that occupy a council house with bedrooms that they do not need are subject to a reduction in the eligible rent used to calculate their Housing Benefit. 840 tenants in East Lothian were affected by the introduction of the Under Occupancy Supplement. Council officers have engaged with tenants to explain how the changes will affect them and have also explained their options for downsizing to a smaller property.

Benefit Cap - 18 East Lothian households were affected by the introduction of the Benefit Cap. Of these 2 were Council tenants, 2 were Housing Association tenants, 4 were Homelessness clients housed in Private Sector Leasing temporary accommodation and the remainder were claimants renting in the private sector.

The main measures to minimise any detriment being experienced by East Lothian residents are Discretionary Housing Payments and the Scottish Welfare Fund. By 31 March 2014 the Benefit Service had made 715 Discretionary Housing Payment awards. 100% of the available Discretionary Housing Payment budget has been used. Between April and December 2013 the Benefit Service was able to support 2238 claimants for Crisis Grants and Community Care Grants (part of the Scottish Welfare Fund). Some of these people were experiencing hardship which posed a threat to their health whilst others were at risk of losing their ability to live independently.

Other key elements of the Council's plan to tackle poverty include:

- Macmillan Welfare Adviser post supported by the Council and Macmillan Care and 1.5 full time equivalent Tenancy Support Officers funded by Making Advice Work fund
- Service Level Agreements, including transfer of grant funded projects into core funding, with Haddington and Musselburgh Citizen's Advice Bureaux have been extended until March 2015
- A single comprehensive specification for advice services in East Lothian is being developed
- Research has been undertaken on the impact of pay day loans and the potential to support or create alternative sources of loans and basic banking facilities for people who are currently 'financially excluded'.

Growing our Communities – to give people a real say in the decisions that matter most and provide communities with the housing, transport links, community facilities and environment that will allow them to flourish

Related outcomes from the Single Outcome Agreement

3. Communities in East Lothian are able to adapt to climate change and reduced finite natural resources
7. East Lothian is an even safer place
8. East Lothian has high quality natural environments
9. Everyone in East Lothian has access to quality sustainable housing
10. East Lothian has stronger, more resilient, supportive, influential and inclusive communities

Housing

The Council must make every effort to meet the need for affordable housing by maximising opportunities to increase the supply of affordable housing.

Relevant Performance Indicators for this objective can be found at:

Housing & Homelessness



What we said we

Implement the East Lothian Local Housing Strategy 2012-2017

Identify sites for house building through the Local Development Plan

Support affordable housing initiatives, prioritising the building of sustainable new homes to provide affordable housing of all tenures (social rent, mid-market rent, shared ownership, shared equity and sale) and help first time buyers and young people to enter the housing market

Re-introduce and review the provision of loft conversions and extensions

Introduce sustainable, fair allocation policies to support balanced communities

Provide additional supported tenancies for young and vulnerable people

Use planning and other powers to ensure that new housing developments have the community infrastructure they need to create and support viable, balanced and sustainable communities

Housing – What we have done

The East Lothian Local Housing Strategy 2012-2017 shows how the Council plans to address issues relating to housing, homelessness, housing support and fuel poverty. The strategy outlines a range of actions, which are currently being implemented by the Council.

Demand for new housing in East Lothian is very high. However, there is a limited supply of land for new housing in the area. Several potential new sites for housing developments are being assessed and consulted upon as part of the development of the new Local Development Plan.

East Lothian Council's New Build programme has delivered a significant number of completions.

Working with RSLs mid-market rent opportunities have been developed and are proving to be very popular. 120 new build properties were completed in 2013/14:

- 19 at Goose Green, Musselburgh
- 42 at Law View, North Berwick
- 24 at the Antiquaries, Prestonpans
- 26 at Kilwinning St, Musselburgh
- 9 at Nethershot Road, Prestonpans

New site starts at Victoria Park, Haddington (20) and Monktonhall (14).

Provision for loft conversions has been re-instated. Two extensions completed and a further nine currently in development.

The allocations review has been completed and approved by Council. Further work taking place on local lettings plans

Housing and Children's Wellbeing teams are working together to develop suitable housing options and opportunities for vulnerable young adults, including Looked after young people. For example:

- The Blue Triangle / Mill Hill Flats in Musselburgh which accommodate four formerly looked after young people
- The Council provided a tenancy in Haddington to enable a young disabled girl to remain in her community with support rather than moving into more expensive accommodation outside East Lothian

Significant improvements to community infrastructure have been and will continue to be delivered through new developments for example:

- Pinkie Mains - redevelopment of local retail facilities in conjunction with housing development
- Lochbridge Road - social housing development included improvements to route of John Muir Way
- Smeaton Bing - redevelopment as waste recycling facility included safeguarding of land for extension/improvement to core path network
- Wallyford – proposed major development including new school, community facilities including sports provision and community woodland and a commercial centre
- Mains Farm - permission for housing development, community facilities, sports provision, commercial and business units.

The demand for homelessness services in East Lothian has remained constant over recent years, with approximately 1600 applicants per year seeking assistance. These applicants are almost all local applicants, which is a reflection of the housing pressures evident in East Lothian.

New legislation introduced in 2012 removed the requirement for homeless applicants to be in 'priority need' (e.g. they have dependent children, a specific vulnerability or a health need) before the Council had a duty to house them. The removal of priority need had the potential to vastly increase the number of applicants that the Council had a duty to house. In order to cope with the change in legislation the Council introduced a Housing Options Service. The purpose of the Options Service is to advise applicants of housing opportunities across a range of housing sectors and to assist them to secure settled accommodation thereby preventing homelessness occurring.

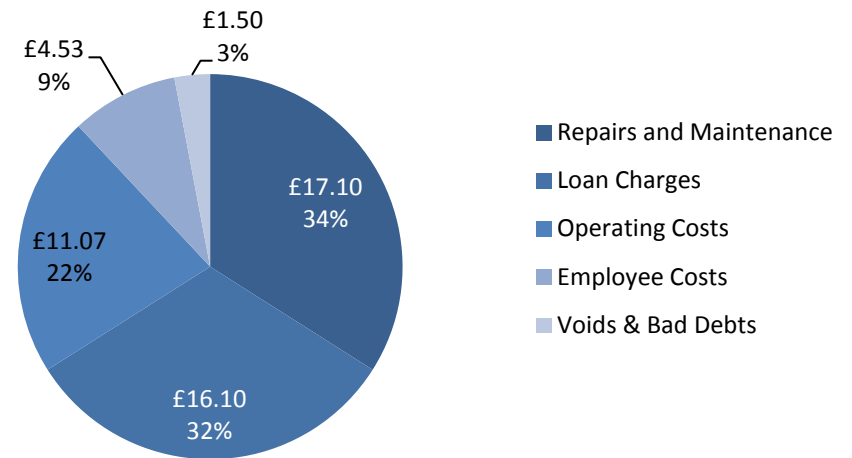
The outcomes of the Housing Options Service are as follows:

- 2-3% of applicants secure public sector housing
- 20 % of applicants secure or remain in accommodation whilst seeking alternative accommodation
- 10% increase in use of the Rent Deposit Guarantee scheme to access accommodation in the private sector
- 40% of applicants are assisted to remain in their current accommodation
- 23% of applicants are referred for homeless assessment when homelessness is unavoidable.

Rents

East Lothian Council continues to have one of the lowest local authority rents in Scotland. Over the last three year the percentage rent increase applied by East Lothian Council has been 4.3 %.

How the average rent of £50.30 per week is spent



We asked, you said, we did...

Rent Consultation 2014/15

We asked...

The Council consulted with tenants on a potential rent increase of 4.3% for 2014/15. The increase reflected the estimate of what it will take to maintain existing services and continue our investment in the maintenance and improvement of council houses.



You said...

A total of 1,241 completed questionnaires were returned, along with four telephone responses and one written response.

Feedback received showed that:

- 93% of respondents were happy with the level of consultation and information they get about the annual rent increase
- 88% said they think the rent they pay is good value for money
- 84% think the Council is proposing a fair rent increase of 4.3%
- 94% agree with the Council's commitment to build new houses to help address the housing situation in East Lothian
- 97% agree that the Council should continue to modernise its existing stock (e.g. kitchen and bathroom replacement)
- 94% agree that their rent should be used to pay for the following key areas - service delivery, modernisation of council houses and delivery of new affordable homes
- The majority of tenants (52%) said that a fortnightly payment frequency best suits their household budget
- Most tenants (64%) said that they would prefer to keep rent payment breaks and pay a higher amount over 24 fortnights

We did...

All the feedback received from tenants during the consultation has been looked at and has informed the consultation report that went to the Council's Special Budget Meeting on the 11th February.

Councillors considered the response to the consultation and made a final decision on the rent and service charges increases, which was agreed at 4.3%. We wrote to all our tenants with that decision at least four weeks before the actual rent increase date of 7th April 2014 and advised them of what their new rent charge would be.

Transport

Transport is fundamental to the maintenance of today's lifestyle whether it is for personal work or leisure or for the delivery of the goods and services necessary to sustain this lifestyle. The overall vision for the Local Transport Strategy is that East Lothian will have well-connected communities with increased use of sustainable transport to access services and amenities.

Relevant Performance Indicators for this objective can be found at:

Transport, roads and lighting



What we said we would

Implement the East Lothian Local Transport Strategy and lobby public transport providers and the Scottish Government to improve the quality and accessibility of road, rail and bus links and services across East Lothian, and to support community transport initiatives

Work with local bus operators to improve services across the county and aim to use the Council's share in Lothian Buses to help secure an expanded service

Actively support improvements to rail services in East Lothian, including: a better service between Edinburgh and Dunbar/Berwick; the re-opening of East Linton station; a rail halt at Blindwells; and, better car parking at the county's stations

Lobby for dualling of the A1 east of Innerwick and junction safety improvements south of Haddington

Introduce measures to reduce speeding, including 20mph speed limits where these are supported by residents

Protect the roads maintenance budget to ensure that all local roads are maintained to a very high standard, and surface water drainage is improved to help prevent flooding

Transport – What we have done

The current transport needs of communities in East Lothian are being assessed.

East Lothian Council, Scottish Borders Council and South East Scotland Transport Partnership (SESTRANS) commissioned a study into the feasibility of introducing rail services between Edinburgh, Dunbar and Berwick. The proposed service would include the re-opening of stations at East Linton and Reston. The study was submitted to Transport Scotland in December 2013.

Funding has been allocated in the Council's Capital Programme for a new railway station at East Linton and a business case has been submitted to the Scottish Government Station Fund for match funding.

A Community Rail Partnership (CRP) has been established for East Lothian. The Partnership, covering the lines from North Berwick and Dunbar to Edinburgh will work with local community groups, organisations and businesses, as well as the rail industry to encourage more local people and visitors to use trains. The East Lothian CRP will have access to a significant funding pot which will be created as part of the new Scotrail franchise.

A Bus Forum has been established to support dialogue between the Council and bus operators which has led to improvements in bus services and the agreement of the Charter.

Significant improvements have been made to a number of Council supported bus services and community consultation is being carried out in advance of the development of the forthcoming supported services contact tender. The Council has begun a programme of improvements to bus stops/ shelters and improved timetable information.

The RAGES rails study has been submitted to Transport Scotland for comment.

Consortium of East Coast Main Line authorities has produced a prospectus identifying the economic case for investment in the East Coast main line and the Council is lobbying for more trains between East Lothian (Dunbar) and London. A new car park has been provided for Dunbar Station and the Council is seeking to secure increased car parking provision at Drem and Longniddry stations.

A cross Council multi-agency group – the A1 Action Group – has been established to press for improvements to the A1.

Several 20mph speed limit areas are being piloted along with innovative measures to reduce speed on roads surrounding schools.

The roads maintenance budget in the Capital Programme has been protected and a higher level of spend has been allocated in years 2 and 3 of the capital plan:

- 2014/15 £5,250,000
- 2015/16 £5,500,000
- 2016/17 £5,500,000

Communities

Communities need to be supported to ensure they have the capacity to flourish. The Council is committed to ensuring that communities are empowered to develop strategies and Local Community Plans tailored to their needs and that decision making is devolved to the most appropriate local level.

A key feature of the Council's approach is that services should be built around people and communities; not professions and organisations. The Council is committed to, and has been developing, a range of ways in which to engage effectively with East Lothian's people and communities in order to better develop services around their needs.

Relevant Performance Indicators for this objective can be found at:

Services built around people and communities



Crime, safety, anti-social behaviour and criminal justice social work



Cultural & Community Services



Services built around people and communities

What we said we would do

Establish Local Area Partnerships for all six areas of East Lothian to give local communities, Community Councils and local groups more say in local services and to develop Local Community Plans that will influence the achievement of the Community Planning Partnership's Single Outcome Agreement

Devolve decision making and budgets starting with allocating a £100,000 budget for each secondary school cluster

Keep public services as local as possible and explore the further integration of Council and other public services at Local Area level, ensuring that locality planning arrangements (for example, the planned Health and Social Care Partnership arrangements) are integrated with the work of Local Area Partnerships

Support the Transition Towns initiative across all East Lothian's towns as a means of developing resilient communities

Local Community Planning and Area Partnerships

A framework for establishing Area Partnerships was approved in Dec 2013 and six Area Partnerships have been established. The role of each Area Partnership is to determine local priorities for the Area Plan that are aligned to The East Lothian Plan. Area Partnerships will also provide the principal point of contact for consultation and engagement with communities enabling them to influence The East Lothian Plan and related key strategies and plans. The six Area Partnerships are:

- Musselburgh
- Fa'side
- Preston-Seton-Gosford
- Haddington & Lammermuir
- North Berwick Coastal
- Dunbar & East Linton

All six Partnerships have established core membership. They are now meeting regularly and have begun the process of developing their Area Plan

Both revenue and capital funding to be allocated to Area Partnerships has been identified in the Council's 2015/16 budget.

Proposals for establishing Area Co-ordination/ Management are being developed and four Area Managers will be recruited in autumn 2014. The framework for establishing Area Partnerships is based around locality planning and area management and Health and Social Care integration arrangements.

Customer Services, Library Services and the Safer Communities Team are now within the same management structure. A Service review has been completed and will lead to the integration of Customer and Library Services into a 'Face to Face' service structure which mirrors area partnership arrangements.

Area Partnerships will consider how the Transition Towns initiatives will be supported as part of the development of priorities in emerging Area Plans.

We asked, you said, we did... East Lothian Council website

We asked...

For feedback on the council website to allow for a customer centric approach to future design and development. East Lothian Council's website was one of only 37 local authorities out of 433 to be rated as 'four star' in Better connected 2013, SOCITM Insight's independent survey.

You said...

Only 10% of respondents agreed that the website reached the maximum 4 star level, 35% suggested 3 stars, 40% 2 stars and 15% thought the website should only be awarded 1 star. Some elements of the site that users liked included the clear navigation, the layout of the homepage, the online planning tool and the consistent approach to presentation.

Things that users didn't like included the search function, the inability to personalise the content to make it more relevant to individual users, the number of clicks required to get to content, the use of jargon, the poor 'report it' tool and the inability to view the site on mobile devices.

We did...

A new web and digital strategy has been developed to improve the website to meet customer needs and expectations. Consultation sessions were held with representatives of all East Lothian Community councils to gather further feedback on improving the website. This feedback will be considered in detail for future website re-designs with priority given to key suggestions such as making the website mobile friendly and improving the online reporting tools. Other areas such as ensuring all content is plain English and jargon free is ongoing and now forms part of all training given to website administrators.

We asked, you said, we did...

East Lothian Council tenant satisfaction survey

In November 2013 we conducted our first comprehensive satisfaction survey to meet the requirements of the Scottish Social Housing Charter. Over 1,700 tenants took part in the survey and the results were published in March 2014.

Your views are important to us and the survey highlighted areas of good performance as well as identifying areas where you would like us to do better. The results are given below:



- **84%** of tenants were satisfied with the overall service we provide
- **89%** of tenants feel we are good at keeping them informed about our services and decisions.
- **77%** of you were satisfied with the opportunities given to you to participate in our decision making processes.
- **68%** of new tenants were satisfied with the standard of their home when moving in.
- **86%** of existing tenants were satisfied with the quality of their home
- **85%** of tenants who had repairs carried out in the last 12 months were satisfied with the repairs and maintenance service.
- **89%** of tenants were satisfied with the management of the neighbourhood they live in.
- **89%** of tenants feel that the rent for their property represents good value for money.

We did...

You Said	What we did / are doing
Some of you said you were not happy with the quality of your home when you moved in	<ul style="list-style-type: none">• Setting up a focus group, involving customers, to look at our current processes and policies to see how we can improve the quality of our houses when you move in.
Some of you feel that it takes too long to get a repair completed.	<ul style="list-style-type: none">• Extending mobile working to other trades, and exploring the possibility of offering evening/early morning appointments.• Setting up a focus with tenants to look at this in more detail in September 2014.
You didn't like completing a full application form when we reviewed your housing application	<ul style="list-style-type: none">• We have now produced a shorter version of the form which has been well received.

Building Community Capacity and Supporting Diversity in our Communities

What we said we would do

Build community capacity and support local civic events, voluntary, community and social enterprise organisations across all communities in East Lothian

Support and celebrate diversity in our communities

What we have done to build community capacity and support diversity

Capacity Building Training Calendar has been developed and is being delivered. 156 participants have taken part in 32 courses, including short one-off sessions to longer courses, e.g. Community Journalism. Courses are offered across East Lothian with the majority running in Musselburgh, Tranent and Prestonpans. Over the year the training calendar will offer over 530 learning opportunities to community activists from public, community, voluntary and third sector organisations.

A significant number of local community events have been supported over the year, including Galas, music events, Dunbar Civic Week and Dunbar Science Festival, Fringe at the Seaside, Trad on the Tyne and 3 Harbour Arts Festival. 7,000 people attended live outdoor youth music events

Brunton theatre attendances are on target and film audiences are increasing. There are 19 Youth theatre groups across the county and two new groups being set up due to demand from young people in Longniddry and Musselburgh.

The Saltire Awards and Young People's volunteering are being used to build young people's capacity

Multi-cultural Day in 2013 attracted record attendance and consideration is being given to the future of Multi-Cultural Day to build on this success.

Libraries and Schools participate in Black History Month and other events such as Holocaust Remembrance Day to highlight the importance of and celebrate diversity in our communities. Libraries are supporting a Dual Impairment Project for digital inclusion for those individuals who have sight/hearing difficulties.

'Equalities in Early Years' guidance was published and is being rolled out to all Childcare Practitioners in East Lothian

What we said we would do

Implement the Asset Management Strategy to maximise use of existing resources and engage with partner organisations such as the NHS to achieve best value from local assets, including possible use or sale of surplus land and property for housing development

Explore opportunities for imaginative and flexible use of facilities, including community use of school buildings outwith school time and reviewing opening hours of community facilities with a view to increasing activities by young people

Explore community ownership and control of local facilities where appropriate

Develop a new sports development strategy including extending provision at the Meadowmill Sports Centre and providing sporting pathways within the County for our young people

Work with the new single police force to establish effective local scrutiny and engagement arrangements which will maintain a strong police presence in our communities by continuing to support initiatives such as the Police Initiative Teams in order to reduce anti-social behaviour, crime and fear of crime

Oppose any plans to close Haddington Sheriff Court

An Asset Management Strategy has been approved and work has begun on developing Joint Asset Management Strategy including the properties of all the public agencies operating in East Lothian.

The 'Face-to-Face' services' review includes proposals to make better use of Council buildings and to share buildings where appropriate.

Work ongoing on the transfer of Community Centres to community ownership. SCIO's are being established/ or have been established in Fa'side Villages, Bleachingfield, Pennypit and Port Seton Community Centres. Haddington Community Development Trust has been supported to gain charitable status and take on lease of the Corn Exchange.

Meadowmill sports centre refurbishment has been completed. Sporting pathways have been put in place for East Lothian's core sports.

The east Lothian Sports Strategy will be updated following publication of the Scottish Government's Youth Sports Strategy.

The Council played a leading role in opposing the proposal to close Haddington court, through appropriate representations to the Scottish Court Service, the Scottish Parliament Justice Committee and the Cabinet Secretary for Justice. The Council also joined with local stakeholders such as the Haddington Citizens Advice Bureau and the Faculty of Local Procurators, to resist closure. Despite this activity, the Scottish Government made the order to close the court from January 2015.

The Council is developing plans to increase the number of people working in Haddington with the aim of increasing footfall that will and support businesses in the town.

A New Service Level Agreement was agreed with Police Scotland In August 2013. This provides over £500,000 funding from the Council for additional police officers for the county.

What we said we would do	What we have done
<p>Ensure women and children who experience domestic violence have access to specialist services and support</p>	<p>The East and Midlothian Public Protection Office has now been established. This streamlines organisational and governance arrangements across adult protection, child protection and violence against women. A Public Protection Team has been established to bring together lead officers across the whole system with reporting now being streamlined into the newly-established Public Protection Committee.</p> <p>Police Scotland report every incidence of VAW / housecall where children have been in the family – these reports are reviewed weekly by the MASG.</p> <p>Police have agreed to inform the relevant authorities of young children present in a household where they are called to an incident of domestic violence</p>

The Environment

The quality of the natural environment is one of East Lothian's greatest assets. There is a fundamental link between people and place which recognises that looking after our natural and built environments has positive benefits on the health and wellbeing of our communities.

The Council is committed to providing a high quality environment, improving the wellbeing and quality of life of our communities and promoting a sustainable lifestyle, and will work with, encourage and support communities to become actively engaged with their local environment.

Relevant Performance Indicators for this objective can be found at:

Countryside & Leisure



The environment and waste management



Protective services



What we said we would do
Implement the East Lothian Environment Strategy and the Council's Carbon Management Plan, reducing carbon emissions in line with national targets
Meet the Council's recycling targets, if necessary providing incentives and rewards, and investigate ways of dealing with collected material locally including development of renewable energy sources such as bio-mass
Bring forward plans to modernise waste collection services to take account of new legislative requirements relating to collection of food waste including free special uplifts
Explore options for taking stronger action to reduce the problem of dog fouling
Seek investment from the Scottish Government and take action to protect East Lothian from flooding and coastal erosion
Ensure the quality and character of East Lothian's natural environment is preserved and enhanced through a range of measures including promoting biodiversity, considering the landscape impact of new development and summer and winter planting
Work to ensure stricter regulation on the siting of wind turbines

East Lothian Council continues to monitor its carbon emissions and is focused on reducing these through better asset management. East Lothian Council emissions associated with operational activities are estimated to be 27,202 tonnes of CO₂. This equates to a 26% reduction against the 2007/08 baseline of 36,316 tonnes CO₂, exceeding the carbon reduction target of 25% set in the Carbon Management Plan (2009-14). Over 1,000 tCo₂e reduction in public buildings emissions in the 12 months to July 2014.

Main Issues Report/ Local Development Plan process focused on strategies to reduce overall commuting/ carbon emissions where possible.

East Lothian recycles over 45% of household waste. Further development of recycling services awaiting developments among private sector providers

The new Waste Management Strategy was approved by Council (24th June 2014) to take account of new food waste responsibilities

A free special uplift service has been re-introduced

The number of fly tipping incidents reported to the Council has fallen to under 200 per quarter

The Council is monitoring current arrangements for tackling dog fouling to ascertain whether further action is required.

Phase 2 study on flood protection measures has been commissioned and will form the basis of funding requests.

The Council has supported a range of path projects and initiatives including:

- The John Muir Way, East Lothian's long-distance path. In July 2013 it was agreed to incorporate this route into a longer (200km) route from Helensburgh to Dunbar, whilst retaining the same name for the overall path.
- Improvements to the River Tyne Path – Hailes to Haddington
- Supporting the creation of a new access into Yester Estate from Park Road in Gifford as part of the Gifford to Garvald path
- Investigating the development of a shared-use footway to complete the Drem to Gullane Core Path
- Repairs to the right of way across the Longniddry Golf Course
- East Lothian Volunteer Path Wardens - During 2013/14 the number of volunteer path wardens continued to grow. More than 50 volunteers provided recorded 1,004 hours of volunteer time in 2013-14 (up from 631 hours in 2012-13).

East Lothian's Biodiversity Action Plan aims to achieve the following principles:

- Protecting what we have, so there is no greater decline in biodiversity
- Improve habitat quality and wildlife links across the countryside
- Raise awareness of biodiversity and encourage public involvement
- Develop survey work and research, to better understand biodiversity and to provide a better advice service to the Council and others.

Further details can be found in the [East Lothian Countryside Service Annual Report 2013/14](#).

A new policy framework has been established that addresses all types of wind turbine developments within the Council's decision making powers. Councillors have been supportive of the guidance and the decisions stemming from it in Committee and Local Review Board. Issues have arisen where appeals have been to the Scottish Ministers and Reporters have given little weight to the guidance in decisions.

Growing the capacity of our Council – to deliver excellent services as effectively and efficiently as possible

Overall... there continue to be areas of strong performance and a number of improvement activities continue to make good progress.

East Lothian Assurance and Improvement Plan, 2014-17

Effective, efficient and excellent services

Given the diminishing resources that are available and the growing demand for services the Council will have to increase its efforts to improve performance and provide value for money – provide better services at lower cost.

Relevant Performance Indicators for this objective can be found at:

Effective, efficient and excellent services



What we said we would do

Implement the Council's Improvement Framework to pursue 'continuous improvement' in the delivery of services and ensure that waste, bureaucracy and administrative costs are minimised so that funding is ploughed into front line services and the Council provides the highest quality of services

Implement the strategies that support the Improvement Framework

- People Strategy
- Asset Management Strategy
- Risk Strategy
- Customer Contact Strategy
- IT Strategy
- Procurement Strategy
- Consultation and Engagement Strategy

What we did to ensure we have effective, efficient and excellent services

As part of the Council's rolling 3 year budgets ambitious targets have been set for efficiency savings. Between 2013 and 2017, the Council has budgeted for a sum approaching £20m in combined efficiency measures, savings and increased income. Progress against these planned reductions are reported to Cabinet each quarter with an annual efficiency statement also made to the Scottish Government. In addition, the Chief Executive has established a new Budget Review Group that will closely monitor progress being made with the achievement of planned efficiencies and related change projects. Within this programme of efficiencies, the Council continues to apply a stringent Efficient Workforce Management Plan that continually investigates new ways of organising and managing services including the provision of administrative support staff across all services

Scrutiny

East Lothian Council has two committees that perform the 'scrutiny' function: the Audit and Governance Committee and the Policy and Performance Review Committee. Scrutiny involves examining and monitoring the activity of the Council with the aim of improving the quality of services. Scrutiny ensures that executives are held accountable for their decisions, that their decision-making process is clear and accessible to the public and that there are opportunities for the public and their representatives to influence and improve public policy.

Each Committee receives regular monitoring reports that highlight issues that might need further scrutiny. The Audit & Governance Committee receives audit reports that show the results of investigations conducted by the Council's auditors. The Policy & Performance Review Committee receives regular performance reports that demonstrate the extent to which the Council is achieving its goals.

The following table summarises some of the issues that the Audit & Governance Committee and Policy & Performance Review Committee have reviewed during 2013/14:

Audit & Governance Committee	Policy & Performance Review Committee
<p>Charging for Services – January 2014</p> <p>The report outlines Audit Scotland's findings regarding the practice of charging for services by Scottish local authorities. East Lothian appears to generate a relatively low proportion of its income from charging. The Council has embarked upon a benchmarking exercise to establish how its charges compare to those of other councils.</p> <p>Managing Early Departures from the Scottish Public Sector – September 2013</p> <p>Audit Scotland published 'Managing Early Departures from the Scottish Public Sector' in May 2013. The report to the Audit & Governance Committee highlighted East Lothian Council's position as a Voluntary Early Release Scheme had recently been implemented.</p>	<p>Electric Vehicle Evaluation – March 2014</p> <p>The report evaluated the usage and running costs of East Lothian Council's fleet of electric vehicles.</p> <p>East Lothian Community Planning Economic Development Strategy – September 2013</p> <p>Councillors received a report outlining the progress towards meeting the outcomes of the East Lothian Community Planning Economic Development Strategy.</p> <p>Review of Voice Recognition Telephone System – January 2014</p> <p>The Committee investigated the performance of the Automated Telephony System used by East Lothian Council.</p>

Benchmarking - How we compare

Local Government Benchmarking Framework

The Local Government Benchmarking Framework helps councils in Scotland compare their performance with one another. The information that is included in the Framework covers how much councils spend on particular services and, where possible, service performance. The core purpose of the Framework is benchmarking: making comparisons on spending and performance between similar councils so that councils can identify strengths and weaknesses, learn from councils who seem to be doing better and improve their local performance.

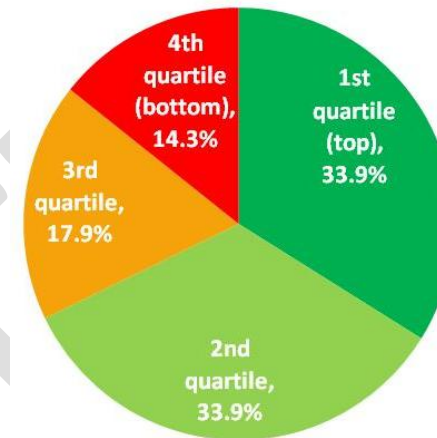
East Lothian Council reported the results for the indicators that form the Framework to the meeting of the Policy & Performance Review Committee in April 2014. The report covers the most recent data that is available for the indicators, which mainly relates to 2012/13. The report can be found here: http://www.eastlothian.gov.uk/download/meetings/id/15390/06_local_government_benchmarking_framework_2012-13_report

East Lothian falls within the top 25% of councils for 33.9% of the indicators it reported in 2012/13. 49.1% of the indicators reported showed improvement in comparison to other councils.

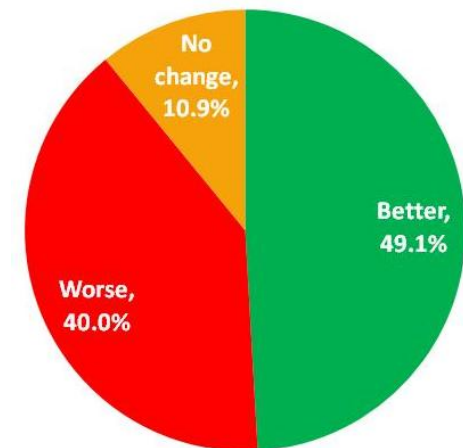
The full results for the Local Government Benchmarking Framework for all Scottish Councils can be found here:

<http://www.improvementservice.org.uk/benchmarking/>

Performance indicators by quartile



Change in rank between 2011/12 and 2012/13 relative to all other Scottish councils



Self-evaluation

East Lothian Council evaluates its own governance arrangements in accordance with the CIPFA/ SOLACE Guidance on Delivering Good Governance in Local Government. The Guidance is based upon the following 6 principles:

- Focusing on the purpose of the authority; on outcomes for citizens; and, service users and creating and implementing a vision for the area
- Members and Officers working together to achieve a common purpose with clearly defined functions and roles
- Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour
- Taking informed and transparent decisions which are subject to effective scrutiny and managing risk
- Developing the capacity and capabilities of members and officers to be effective
- Engaging with local people and other stakeholders to ensure robust public accountability

The 2104 corporate governance self-evaluation has found that East Lothian Council continues to have good governance and control arrangements in place across the six principles. The self-evaluation identified four actions for improvement:

- Develop and use toolkit of self-evaluation of Partnerships
- Work with partners to develop and implement Children’s Services inspection Improvement Plan
- Review and develop elected members’ training and briefings including briefing on Capital Investment Strategy
- Scrutiny training for Policy & Performance Review Committee members

How Good is Our Council?

Each Council service reviews its own performance annually using a framework known as ‘How Good is Our Council?’ (HGIOC). The framework contains a number of questions relating to the following areas:

- What key outcomes have we achieved?
- How well do we meet the needs of stakeholders?
- How good is our delivery of key processes?
- How good is our management?
- How good is our leadership?

The aim of HGIOC is to identify areas of weakness and areas of good practice. Small groups of staff discuss each question and give it a score out of 6 based on evidence of stakeholder views, performance results and documentary evidence. Improvement actions are identified, particularly for low scoring areas. The improvement actions are included within service plans and the Council Improvement Plan.

The Council monitors how it responds to customer complaints and regular reports are presented to councillors on trends and performance in dealing with customer complaints and compliments.

Type of customer feedback	2012/13	2013/14
Stage 1 complaint - Complaint dealt with at point of service within 5 working days	352	486
Stage 2 complaint – Investigation of points raised, acknowledged within 3 working days and response provided within 20 working days	499 acknowledged 79.8% responded to within 3 working days	415 acknowledged 90.4% responded to within 3 working days
Total no of complaints:	872	961
Comments:	70	90
Compliments:	241	242

Working together to achieve agreed outcomes

The Council is committed to renewing its efforts to ensure that all its services work together to meet common goals and to develop effective partnership working with other public sector bodies, the voluntary and public sectors and most importantly the people and communities of East Lothian.

What we said we would do

Support and develop partnership working through:

- the Community Planning Partnership
- the partnership funding strategy
- exploring shared and integrated service provision with local partners and other local authorities
- other strategic partnerships such as Scottish Futures Trust and South East Scotland hubCo

New arrangements for partnership working

The East Lothian Partnership (East Lothian's community planning partnership) brings together organisations from all sectors to work together to make a real difference in East Lothian and, above all, to improve the lives and opportunities of our people.

The East Lothian Plan: Single Outcome Agreement (SOA) 2013 is the ten-year plan for the East Lothian Partnership. The Plan establishes 10 outcomes that partners have agreed to work towards achieving. The Plan was agreed in September 2013.

East Lothian has developed a new SOA that has clear objectives that relate well to the context of the council. Three clear strategic improvement priorities for the council are noted. These are

focused upon governance and leadership, resources and performance.

East Lothian Assurance and Improvement Plan, 2014-17

New community planning arrangements (the East Lothian Partnership) were agreed in June 2013. Four strategic partnership groups and six geographic groups (Area Partnerships) have been established. Each strategic group has responsibility to deliver 3-4 outcomes from the Single Outcome Agreement.

Early achievements include:

- All strategic groups are now established and each has identified 2-3 short-term priorities which will make the greatest impact on the outcomes they are responsible for.
- A new approach to local community planning has been agreed involving all ward elected members from all parties and a broad range of community organisations. Implementation has begun in several ward areas with a good participation rate to date.
- The 12-point SOA Development Plan, which is monitored at each East Lothian Partnership meeting, is on-track for delivery.
- Strong partnership commitment and shared responsibility during the Inspection of Services for Children and subsequently for the Improvement Plan.

East Lothian and Midlothian Councils are working together to explore areas where services could be delivered in partnership. Examples of existing shared services between the two councils include shared management posts for Trading Standards, Environmental Health and Health & Safety. Work is underway to investigate options for collaborative working in relation to emergency planning, risk management and internal audit.

Prioritising prevention and promoting equality

Early intervention and tackling inequalities are key priorities for East Lothian Council and the Community Planning Partnership. The Council recognises the need to deliver a step change in how services are provided; moving from a model of public services that focus on crisis intervention – services that try to put people and communities together again after things have failed – to a model that concentrates on preventing failure. The focus has to be on prevention and early intervention to avoid crisis intervention.

Relevant Performance Indicators for this objective can be found at:

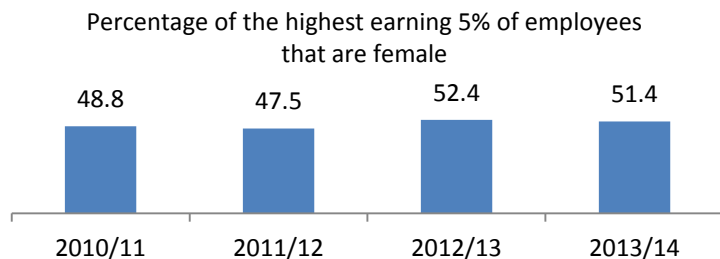
Prioritising prevention and promoting equality



Diversity in the workplace

The council is in an improving position with regard to gender employment equality and is above average in terms of the percentage of council employees in the top five per cent of earners that are women.

East Lothian Assurance and Improvement Plan, 2014-17



What we said we would do	What we have done
Implement the Single Equality Scheme	Single Equality Scheme has been adopted by the Council and progress will be monitored and reported on an annual basis
Adopt a new integrated impact assessment process for Council policies incorporating equalities and environmental, economic and social sustainability, including an assessment of potential impact on jobs and the economy of East Lothian, to ensure that any potential negative impacts are identified and mitigated	The new Combined Impact Assessment is being developed by the Council in association with NHS Lothian, Midlothian and City of Edinburgh Councils. This will be rolled out for use by all Council services following training and awareness raising with relevant staff.
Introduce a 'Living Wage' for Council employees	A Living Wage Allowance was first introduced in Sept 2012 although this has now been more formally adopted within the Council's Pay and Grading Structure as part of the national pay award implemented from 1 April 2013. 193 employees are receiving the Living Wage as at 27 March 2014.

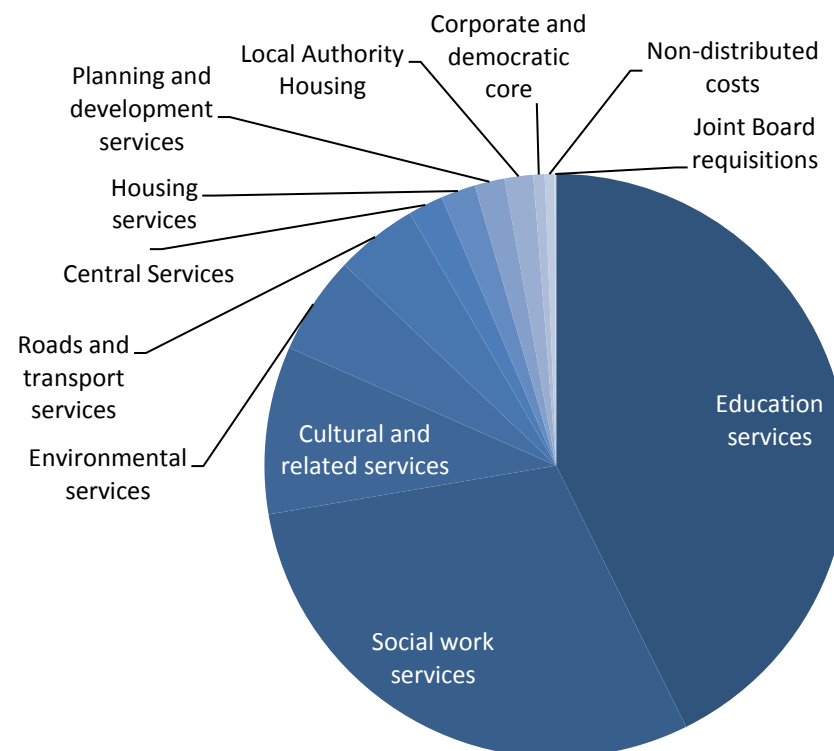
Council Finances

Where the money comes from (from 2013/14 Statement of Accounts)

	£m
Council Tax	£41,572
Non domestic rates	£23,134
Non ring-fenced government grants	£144,374
Capital grants and contributions	£15,772
Total	£224,852

Where the money goes:

Net expenditure by service (£,000s):	2012/13	2013/14
Central Services	£2,964	£4,126
Cultural and related services	£21,507	£19,703
Education services	£92,099	£90,373
Environmental services	£10,795	£11,560
Housing services	£4,141	£4,064
Joint Board requisitions	£10,027	£200
Local Authority Housing (Housing Revenue Account)	£4,426	£3,350
Planning and development services	£2,370	£3,520
Roads and transport services	£10,166	£9,650
Social work services	£61,468	£62,855
Corporate and democratic core	£1,440	£1,326
Non-distributed costs	£407	£1,145
Total cost of services	£221,810	£211,872
(Gains) / Losses on the disposal of non-current assets	£1,538	(£1,103)
Financing and investment income and expenditure (e.g. interest payable)	£15,951	£14,834
Taxation on non-specific grant income	(£232,797)	(£224,852)
(Surplus) / Deficit on the provision of services	£6,709	£751



Financial outlook:

What our auditors say:

In common with the public sector across Scotland, East Lothian continues to face financial challenges. The council has the highest level of net external debt as a proportion of revenue spend of all Scottish local authorities. The council's level of debt places significant pressure on future revenue funding as debt and associated interest is paid. The 2013-14 budget forecasts a breakeven position, incorporating a further £2.2 million utilisation of reserves. The most recent financial monitoring reports show the council is achieving its savings on the majority of business groups and is on target to use fewer reserves than estimated as part of setting the 2013/14 budget.

East Lothian Council Assurance and Improvement Plan 2014-17

In the medium term it is clear that the Council faces some difficult financial decisions as a result of the following;

- Reductions in the income it will receive from central government;
- New legislative requirements;
- Responding to the challenges arising from proposed UK benefit reforms over the coming years;
- Increasing population e.g. school rolls/elderly care.
- General price inflation.
- Upward pressure on staff costs – particularly after a significant period of pay restraint but also arising from the likelihood of unfunded national insurance increases.

The latest estimate is that the amount of funding that that is available to support council services i.e. after all the other corporate commitments are taken into account is going to drop from £194 million in 2013/14 to around £193 million by 2016/17. This means that the Council is faced with reducing its expenditure commitments or increasing its income, or some combination of both. This scenario is likely to continue up to and including 2018/19 and the Council will need to plan for the reduction in funding.

It may be possible to introduce new sources of income but a significant part of the medium term deficit is likely to have to be met through cost containment and avoidance. The Council is seeking to contain costs by becoming more efficient, which would minimise the effect on services provided. However, the size of the medium-term deficit suggests that more significant changes in how services are managed and delivered will be required as the means of containing costs whilst maintaining and where possible improving services. Understanding the impact of financial decisions on those in the community will help to ensure that decisions about future provision of services meet the priority needs of the community effectively.

Over the next three years, the Council's financial strategy will be focused upon:

- Delivering a Change Programme that will achieve significant efficiency savings across all areas and all inputs such as staffing and supplies;
- Constraining cost growth – through effective demand management, good financial control by managers and by effective negotiation with suppliers;
- Generating additional income and ensuring that, where the Council has decided, there is full cost recovery;
- Progressing integrated working with our partners where there is a proven greater efficiency;
- Continuing to manage down the General Services Loans Fund balance.

What we said we would do	What we have done
Maintain the Council Tax freeze in line with Scottish Government policy	Council Tax plans are declared each year and depend upon annual grant settlement from Scottish Government.

To contact us, or tell us what you think

We always want to hear what the people of East Lothian think about our services. Was this report easy to read? Did it inform you about Council services? Did it allow you to judge our performance? How could we improve the report next year?

If you want to give us feedback on this report or would simply like further information or to make a comment about the Council, email the Policy & Performance Team at: policy@eastlothian.gov.uk

Phone: **01620 827827**

Versions of this publication are available on request on audiotape, in Braille or in your own language.

Tel: 01620 827199

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 23 September 2014

BY: Depute Chief Executive (Partnership and Services for Communities)

SUBJECT: Key Performance Indicators

7

1 PURPOSE

- 1.1 To provide the Committee with information regarding the performance of Council services during Q1 (April – June) 2014/15
- 1.2 To consult the Committee on the proposed annual performance indicators for 2014/15

2 RECOMMENDATIONS

- 2.1 The Committee is asked to review and approve the Key Performance Indicators detailed in Appendix 1 and 2
- 2.2 The Committee is asked to use the Q1 2014/15 performance results provided in Appendix 2 to consider whether any aspect of the Council's performance is in need of improvement or further investigation.

3 BACKGROUND

- 3.1 Key Performance Indicators (KPIs) are those indicators that are reported publically, via the Council performance website, and to the Policy & Performance Review Committee. Services have recently reviewed their KPIs to ensure that they reflect the Council's ambitions and obligations.
- 3.2 Audit Scotland published the 'Statutory Performance Indicators: Direction 2013' in December 2013. The Direction outlines a range of broad areas relating to corporate management and service performance against which councils need to define and report their own indicators.
- 3.3 The intention of Audit Scotland's guidance is to allow a degree of local distinctiveness and prioritisation by councils. In practice many indicators are common to all councils as they are drawn from other frameworks, for example the Social Housing Charter. The Direction also requires councils

to report their performance against the Local Government Benchmarking Framework.

- 3.4 Each service has been asked to review their indicators in relation to:
- how well they measure the impact of actions from the Council Plan
 - the extent to which they reflect the outcomes of the Single Outcome Agreement
 - the extent to which they address the criteria outlined by Audit Scotland's SPI Direction
- 3.5 Appendix 1 shows the full list of KPIs broken down by service, including the annual measures that are will not be reported until the end of the year. Appendix 1 also includes a summary of the distribution of measures in relation to Council services and the criteria of the SPI Direction.
- 3.6 Most of the KPIs have been reported previously; therefore, the results are available to report from Q1 2014/15 onwards. However, some of the KPIs are new indicators that need to be developed and will be reported from Q2 onwards. Some of these indicators address gaps in the performance information that the Council is required to report to address the criteria of the SPI Direction.
- 3.7 Several of the revised KPIs will be reported on a monthly rather than quarterly basis. Trend data for these indicators will not become available until Q2 when they will have been reported for several months.
- 3.8 Appendix 2 displays the quarterly and monthly results for the KPIs for Q1 2014/15. Members reviewed the indicators included in the Appendix prior to the publication of the report. Additional information to address any enquiries made by Members has been included in the Comments column of Appendix 2.

4 POLICY IMPLICATIONS

- 4.1 Reporting performance helps the Council demonstrate that it is achieving Best Value in regard to 'Commitment and Leadership', 'Sound Governance at a strategic, financial and operational level' and 'Accountability'.
- 4.2 The scrutiny of performance by Elected Members is part of 'Commitment and Leadership'. The Best Value Guidance explains that the scrutiny of performance means 'That members are involved in setting the strategic direction for Best Value and there is a mechanism for internal scrutiny by members of performance and service outcomes.' Reporting the performance indicators for each service every quarter is intended to aid this process.

5 EQUALITIES IMPACT ASSESSMENT

- 5.1 This report is not applicable to the well being of equalities groups and an Equalities Impact Assessment is not required.

6 RESOURCE IMPLICATIONS

- 6.1 Financial – none
6.2 Personnel - none
6.3 Other – none

7 BACKGROUND PAPERS

- 7.1 Appendix 1: Full list of proposed Key Performance Indicators, 2014/15
7.2 Appendix 2: Quarterly and monthly Key Performance Indicators – Q1 2014/15

AUTHOR'S NAME	Andrew Strickland
DESIGNATION	Policy Officer
CONTACT INFO	astrickland@eastlothian.gov.uk
DATE	09/09/2014

Appendix 1

Key Performance Indicators by service area

Service	Number of KPIs
Adult Wellbeing	13
Benefits	5
Finance	2
Children's Wellbeing	14
Community Housing & Homelessness	11*
Community Partnerships	4
Corporate Policy & Improvement	6
Customer Services	4
Economic Development & Strategic Investment	15
Education	15
Engineering Services & Building Standards	0
Environmental Health	3
Facilities	7
HR & Payroll	3
IT	3
Legal & Procurement	3
Licensing, Administration & Democratic Services	1
Planning	9
Property Maintenance	*
Revenues	7
Sport, Countryside and Leisure	13
Strategic Asset and Capital Plan Management	2
Trading Standards	6
Transport & Roads	7
Waste	6

* Some measures included within the Community Housing & Homelessness section are also applicable to Property Maintenance – e.g. repairs indicators

Key Performance Indicators by SPI Direction criteria

SPI Direction criteria	Number of KPIs
Responsiveness to Communities	3
Revenues and Service Costs*	31
Employees	3
Assets	2
Procurement	3
Sustainable Development	1
Equalities and Diversity	2
Benefits	2
Community Care	11
Criminal Justice	3
Cultural & Community Services	8
Planning	9
Education	15
Child Protection	14
Housing	13
Protective Services	6
Roads	7
Waste	5

* All indicators of service costs have been allocated to the Revenues and Service Costs category rather than to individual services in the table above

NB. Economic Development is not among the criteria of the SPI Direction

List of proposed KPIs – 2014/15

Source:

LGBF = Local Government Benchmarking Framework SHC = Social Housing Charter PPF = Planning Performance Framework SOCITM = Society of Information Technology Management SOA = Single Outcome Agreement

Service	Indicator	Frequency	Source
Adult Wellbeing	% of care at home clients (aged 65+) receiving personal care	Quarterly	
	% of care at home clients (aged 65+) receiving evening / overnight service	Quarterly	
	% of care at home clients (aged 65+) receiving a service at weekends	Quarterly	
	Number of delayed discharge patients waiting over 4 weeks	Quarterly	
	A&E attendances for East Lothian residents aged 75+ (per 1,000)	Quarterly	
	% of new clients aged 65+ for whom target for service delivery was met	Quarterly	
	Proportion of Community Payback Orders starting placement within 7 days	Quarterly	
	Proportion of Criminal Justice Social Work Reports submitted to court by the due date	Quarterly	
	% of people aged 65+ with intensive needs receiving care at home	Annual	LGBF, SOA
	% of adults satisfied with social care or social work services	Annual	LGBF
	Self-Directed Support spend on adults aged 18+ as a % of the total social work spend on adults aged 18+	Annual	LGBF
	Older persons (aged 65+) home care costs per hour	Annual	LGBF
	Residential Care Costs per adult per week	Annual	LGBF
Benefits	Reconviction rate (% of people re-convicted within 2 years)	Annual	
	Average time to process New Claims	Monthly	
	Average time to process changes in circumstances	Monthly	
	Percentage of Crisis Grants processed within 2 days	Quarterly	
	Percentage of Applications for SWF Community Care Grants decided within 15 days	Quarterly	
	The gross cost per case for benefits administration	Annual	

Service	Indicator	Frequency	Source
Children's Wellbeing	Percentage of children who are re-registered within a 12 month period	Monthly	
	Percentage of children on CP Register for more than 6 Months	Monthly	
	Percentage of looked after young people in external residential placements	Monthly	
	Average number of placement moves for looked after and accommodated children	Monthly	
	Number of Formal Kin Carers	Monthly	
	Number of Informal Kin Carers	Monthly	
	Informal Kin Carers as percentage of all Looked after and accommodated children	Monthly	
	Rate per 1,000 children on Home Supervision	Monthly	
	Rate per 1,000 children in Foster Care	Monthly	
	Rate per 1,000 children in Formal Kin Care	Monthly	
	Rate per 1,000 children in Residential Care	Monthly	
	Balance of care for looked after children: % of children looked after in the community	Annual	LGBF
	The gross cost of children looked after in a community setting, per child, per week	Annual	LGBF
	The gross cost of children looked after in residential based services, per child, per week	Annual	LGBF
Community Housing	Average length of time taken to complete emergency repairs	Monthly	SHC
	Average length of time taken to complete non emergency repairs	Monthly	SHC
	% of properties that require a gas safety record which had a safety check and record completed by the anniversary date	Monthly	SHC
	Average length of time to relet properties	Monthly	SHC
	Percentage of council dwellings that meet the Scottish Housing Quality Standard	Annual	LGBF, SHC
	Percentage of reactive repairs carried out in the last year completed right first time	Annual	SHC
	Average length of time in temp or emergency accommodation by type	Annual	SHC
	Of those households homeless in the last 12 months, the % satisfied with the quality of temporary or emergency accommodation	Annual	SHC
	% of properties at or above the appropriate NHER or SAP ratings specified in element 35 of the SHQS, as at 31st March each year	Annual, Monthly	LGBF, SHC
	% of rent due lost through properties being empty during the last year (SHR34)	Annual	LGBF
Average length of time taken to complete non-emergency repairs (SHR12)	Annual	LGBF	

Service	Indicator	Frequency	Source
Community Partnerships	Number of people using museums	Annual	
	Number of website visits	Annual	
	Cost of museums per visit	Annual	LGBF
	% of adults satisfied with museums and galleries	Annual	LGBF
Corporate Policy & Improvement	% of stage 2 complaints completed within 20 working days	Quarterly	
	Number of hate crimes (from Police)	Quarterly	
	Reports of Injuries, Diseases and Dangerous Occurrences (RIDDORS) per 1,000 employees	Quarterly	
	% of residents agreeing that they can influence decisions affecting their local area	Annual	SOA
	'% of adult residents stating their neighbourhood is a good place to live	Annual	
	% of people that agree 'People from different backgrounds get on well in my community' (from Citizen's Panel)	Annual	
Customer Services	% of calls to the contact centre answered	Quarterly	
	% of abandoned vehicles uplifted within 14 days	Quarterly	
	Cost Per Library Visit	Annual	LGBF
	% of adults satisfied with libraries	Annual	LGBF
Economic Development & Strategic Investment	Overall % of the population claiming Job Seekers Allowance	Quarterly	SOA
	Proportion of 16- 24 yr olds claiming Job Seekers Allowance	Quarterly	SOA
	Number of new business starts supported by East Lothian Council	Quarterly	
	Percentage of new businesses supported by East Lothian Council surviving after 24 months	Quarterly	
	Number of affordable homes completed	Annual	SOA
	Number of new build homes	Annual	SOA
	Number of businesses per 10,000 adults / VAT registrations per 10,000 population	Annual	SOA
	Number of jobs per 10,000 adults	Annual	SOA
	% Unemployed People Assisted into work from Council operated / funded Employability Programmes	Annual	LGBF
	Total number of visitors days (annual) STEAM	Annual	
	Total number of staying visitors (annual) STEAM	Annual	
	Pedestrian flow count	Annual	
	Retail vacancy rates	Annual	
	Effective housing land supply (from Housing Land Audit)	Annual	
	Per capita CO2 emissions (within the scope of local authorities) in East Lothian	Annual	SOA

Service	Indicator	Frequency	Source
Education	Number of exclusions (rate / 1,000 pupils)	Annual	
	Percentage attendance	Annual	
	Cost per Primary school Pupil	Annual	LGBF
	Cost per Secondary School Pupil	Annual	LGBF
	Cost per Pre-School Education Registration	Annual	LGBF
	% of Adults Satisfied with Local Schools	Annual	LGBF
	% of pupils entering positive destinations	Annual	LGBF
	Attainment in literacy and numeracy (LGBF)	Annual	LGBF
	Attainment of the top-performing 20% of leavers, the middle 60% and the lowest-performing 20% of leavers (LGBF)	Annual	LGBF
	The attainment of leavers by SIMD decile (LGBF)	Annual	LGBF
	% of looked after children in positive post-school destinations	Annual	SOA
	% of places filled at authority and partnership nurseries	Annual	
	% of pupils offered at 1st choice authority nursery	Annual	
	% of pupils not offered any place due to space	Annual	
No. of nursery place options available	Annual		
Facilities	Food Cost Per School Meal Primary Schools	Monthly	
	Food Cost per School Meal Secondary Schools	Monthly	
	Labour Per Hour in Primary School Meals Service	Monthly	
	Labour Per Hour in Secondary School Meals Service	Monthly	
	Uptake of Free School Meals in Primary Schools	Monthly	
	Uptake of Free School Meals in Secondary Schools	Monthly	
	Uptake of Free School Meals from P1-P3 after January 2015	Monthly	
Environmental Health	(Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site	Annual	LGBF
	Cost of environmental health per 1,000 population	Annual	LGBF
	No. of below Tolerable Standard (BTS) dwellings closed, demolished or brought up to standard	Annual	SOA
Finance	Percentage of invoices paid with 30 days of receipt	Quarterly, Annual	LGBF
	Support services as a % of total gross expenditure	Annual	LGBF

Service	Indicator	Frequency	Source
HR	Cost of HR function per employee	Quarterly	
	Days lost per FTE employee	Annual	LGBF
	% of the highest earning 5% of employees that are women	Annual	LGBF
IT	Percentage Service Desk Incidents Resolved within Service Level Standard	Quarterly	
	Percentage Service Desk Requests Resolved within Service Level Standard	Quarterly	
	Socitm User Satisfaction Score - only reported every 2 years	Biennial	SOCITM
Licensing, Administration and Democratic Services	Cost of Democratic Core per 1,000 population	Annual	LGBF
Planning	% of local business and industry developments determined within 2 months	Quarterly	PPF
	Local Developments (non-householder): average number of weeks to decision	Quarterly	PPF
	Householder developments: average number of weeks to decision	Quarterly	PPF
	Major developments: average number of weeks to decision	Quarterly	PPF
	Planning application approval rate	Quarterly	PPF
	Effective employment land supply	Annual	PPF
	Effective commercial floorspace supply	Annual	PPF
	Effective employment land take-up	Annual	PPF
	Amount of commercial floorspace delivered	Annual	PPF
Procurement	Spend with contracted suppliers (on contract)	Quarterly	
	% spend with SMEs	Quarterly	
	Average Spend per contracted supplier	Quarterly	
Revenues	Non-domestic rates collection rate	Monthly	
	% of Council Tax collected	Monthly	
	Total amount of money owed in rent arrears	Monthly	
	Rent collected as % of total rent due in the reporting year	Annual	
	The percentage of income due from Council Tax that was received by the end of the year	Annual	LGBF
	Cost per dwelling of collecting Council Tax	Annual	LGBF
	Gross rent arrears (all tenants) as at 31st March each year as a percentage of rent due for reporting year (SHR31)	Annual	LGBF, SHC

Service	Indicator	Frequency	Source
Roads	Traffic lights average time to repair failure	Quarterly	
	Street lights average time to repair failure	Quarterly	
	Cost of maintenance per kilometre of roads	Annual	LGBF
	Percentage of A class roads that should be considered for maintenance treatment	Annual	LGBF
	Percentage of B class roads that should be considered for maintenance treatment	Annual	LGBF
	Percentage of C class roads that should be considered for maintenance treatment	Annual	LGBF
	Percentage of U class roads that should be considered for maintenance treatment	Annual	LGBF
Sport, Countryside & Leisure	Number of attendances at indoor sports and leisure facilities	Quarterly	
	Number of attendances at pools	Quarterly	
	Number of fly-tipping incidents	Quarterly	
	% of 'other' waste recycled	Quarterly	
	% of green waste recycled	Quarterly	
	Cost per attendance at Sports facilities	Annual	LGBF
	Cost of Parks & Open Spaces per 1,000 Population	Annual	LGBF
	% of adults satisfied with parks and open spaces	Annual	LGBF
	% of adults satisfied with leisure facilities	Annual	LGBF
	Net cost of street cleaning per 1,000 population	Annual	LGBF
	Street Cleanliness Score	Annual	LGBF
	% of adults satisfied with street cleaning	Annual	LGBF
Trading Standards	Length of paths improved	Annual	
	% of trading standards inspections achieved	Quarterly	
	% of consumer enquiries responded to on the same day	Quarterly	
	% of consumer complaints responded to within 14 days	Quarterly	
	% of business advice requests responded to within 14 days	Quarterly	
	% of intelligence logs placed on memex with 5 days of the 5x5x5 being created	Quarterly	
Strategic Asset & Capital Plan Management	Cost of trading standards per 1,000 population	Annual	LGBF
	Proportion of operational buildings that are suitable for their current use	Annual	LGBF
	Proportion of internal floor area of operational buildings in satisfactory condition	Annual	LGBF

Service	Indicator	Frequency	Source
Waste	Number of people using civic amenity sites	Quarterly	
	% of total household waste that is recycled	Annual	LGBF
	Total household waste collected per household (from which waste growth rates are also calculated)	Annual	
	% of adults satisfied with refuse collection	Annual	LGBF
	Net waste collection cost per premise	Annual	LGBF
	Net waste disposal cost per premise	Annual	LGBF

Appendix 2

Quarterly and monthly KPIs baseline – Q1 2014/15

↑	Improving (high is good)	↑	Worsening (low is good)
↓	Improving (low is good)	↓	Worsening (high is good)
↔	No change or little change		

Service	Indicator	Frequency	Most recent result	Range (over previous 4 periods)	Trend	Comment
Adult Wellbeing	% of care at home clients (aged 65+) receiving personal care	Quarterly	97.1% (Q1 14/15)	94.7 – 97.1%	↑	
	% of care at home clients (aged 65+) receiving evening / overnight service	Quarterly	50.7% (Q1 14/15)	49.6 – 50.7%	↑	
	% of care at home clients (aged 65+) receiving a service at weekends	Quarterly	86.6% (Q1 14/15)	86.6 – 88.6%	↓	
	Number of delayed discharge patients waiting over 4 weeks	Quarterly	18 (Q1 14/15)	3 - 18	↑	
	A&E attendances for East Lothian residents aged 75+ (per 1,000)	Quarterly	112.1 (Q3 13/14)	105.9 - 115	↔	Data for this indicator is provided by the NHS and tends to lag by a couple of quarters.
	% of new clients aged 65+ for whom target for service delivery was met	Quarterly	96% (Q1 14/15)	96 – 97.7%	↓	The chief reason for a delay in service start is clients being admitted to hospital between the end of assessment and the start of service.
	Proportion of Community Payback Orders starting placement within 7 days	Quarterly	81% (Q1 14/15)	76.2 – 81%	↑	
	Proportion of Criminal Justice Social Work Reports submitted to court by the due date	Quarterly	96.5% (Q1 14/15)	96.5 – 98.9%	↓	

Service	Indicator	Frequency	Most recent result	Range (over previous 4 periods)	Trend	Comment
Benefits	Average time to process New Claims	Monthly	24.6 days (July 14)	24.6 – 31.8 days	↓	These are new indicators which are currently being developed.
	Average time to process changes in circumstances	Monthly	7.1 days (July 14)	7.1 – 11 days	↓	
	Percentage of Crisis Grants processed within 2 days	Quarterly	N/A	N/A	-	
	Percentage of Applications for SWF Community Care Grants decided within 15 days	Quarterly	N/A	N/A	-	
Children's Wellbeing	Percentage of children who are re-registered within a 12 month period	Monthly	1.5% (July 14)	-	-	Many of the Children's Wellbeing measures are new; therefore, trend data is not available
	Percentage of children on CP Register for more than 6 Months	Monthly	22% (July 14)	-	-	
	Percentage of looked after young people in external residential placements	Monthly	50% (July 14)	-	-	
	Average number of placement moves for looked after and accommodated children	Monthly	2.1 (July 14)	2.1 – 2.1	↔	
	Number of Formal Kin Carers	Monthly	31 (July 14)	31 - 34	↓	
	Number of Informal Kin Carers	Monthly	53 (July 14)	-	-	
	Informal Kin Carers as percentage of all Looked after and accommodated children	Monthly	24.5% (July 14)	-	-	
	Rate per 1,000 children on Home Supervision	Monthly	2.63 (July 14)	-	-	
	Rate per 1,000 children in Foster Care	Monthly	4.46 (July 14)	-	-	
	Rate per 1,000 children in Formal Kin Care	Monthly	1.38 (July 14)	-	-	
	Rate per 1,000 children in Residential Care	Monthly	1.16 (July 14)	-	-	

Service	Indicator	Frequency	Most recent result	Range (over previous 4 periods)	Trend	Comment
Community Housing	Average length of time taken to complete emergency repairs	Monthly	-	-	-	Some difficulties have been encountered in calculating a result for Q1 due to staff changes and the quality of external contractor data
	Average length of time taken to complete non emergency repairs	Monthly	-	-	-	
	% of properties that require a gas safety record which had a safety check and record completed by the anniversary date	Monthly	100% (Q1 14/15)	-	-	
	Average length of time to re-let properties	Monthly	18.5 days (Q1 14/15)	-	-	
	% of rent due lost through properties being empty during the last year (SHR34)	Monthly	-	-	-	Monthly data for this measure is not currently available; however, a method of monthly reporting is being developed
Corporate Policy & Improvement	% of stage 2 complaints completed within 20 working days	Quarterly	74% (Q1 14/15)	74 – 93.1%	↓	
	Number of hate crimes (from Police)	Quarterly	-	-	-	
	Reports of Injuries, Diseases and Dangerous Occurrences (RIDDOORS) per 1,000 employees	Quarterly	1 (Q1 14/15)	0 – 4	↔	

Service	Indicator	Frequency	Most recent result	Range (over previous 4 periods)	Trend	Comment
Customer Services	% of calls to the contact centre answered	Quarterly	90.4% (Q1 14/15)	83 – 90.4%	↑	
	% of abandoned vehicles uplifted within 14 days	Quarterly	100% (Q4 13/14)	100 – 100%	↔	
Economic Development & Strategic Investment	Overall % of the population claiming Job Seekers Allowance	Quarterly	2.2% (July 14)	2.2 – 2.5%	↓	
	Proportion of 16- 24 yr olds claiming Job Seekers Allowance	Quarterly	4.8% (July 14)	4.5 – 4.9%	↔	
	Number of new business starts supported by East Lothian Council	Quarterly	56 (Q1 14/15)	42 – 61	↓	
	Percentage of new businesses supported by East Lothian Council surviving after 24 months	Quarterly	71.1% (Q1 14/15)	71.1 – 76%	↓	Q1 Sample of 115 - 19.3% no response which needs to be chased 3.5 ceased trading and 6.1% found work

Service	Indicator	Frequency	Most recent result	Range (over previous 4 periods)	Trend	Comment
Facilities	Uptake of Free School Meals in Primary Schools	Monthly	-	-	-	These are new indicators which are currently being developed.
	Uptake of Free School Meals in Secondary Schools	Monthly	-	-	-	
	Uptake of Free School Meals from P1-P3 (after January 2015)	Monthly	-	-	-	
Finance	Percentage of invoices paid with 30 days of receipt	Quarterly, Annual	89.6% (Q4 14/15)	89.6 – 93.8%	↓	
HR	Cost of HR function per employee	Quarterly	£60.31 (Q4 14/15)	£60.31 - £79.81	↓	Figure for Q1 being re-calculated as the HR service now includes Payroll.
IT	Percentage Service Desk Incidents Resolved within Service Level Standard	Quarterly	-		-	These are new indicators which are currently being developed.
	Percentage Service Desk Requests Resolved within Service Level Standard	Quarterly	-		-	
Planning	Local business and industry developments: average number of weeks to decision	Quarterly	9.1 weeks (Q4 13/14)	9.1 – 49.2 weeks	↓	The planning indicators lag by one quarter.
	Local Developments (non-householder): average number of weeks to decision	Quarterly	10.1 weeks (Q4 13/14)	10.1 – 15.6 weeks	↓	
	Householder developments: average number of weeks to decision	Quarterly	7.7 weeks (Q4 13/14)	6.8 – 8.6 weeks	↑	
	Major developments: average number of weeks to decision	Quarterly	53.4 weeks (Q3 13/14)	16 – 53.4 weeks	N/A	There were no major developments in East Lothian in Q4 13/14.
	Planning application approval rate	Quarterly	97.9% (Q4 13/14)	94.5 – 97.9%	↑	

Service	Indicator	Frequency	Most recent result	Range (over previous 4 periods)	Trend	Comment
Procurement	Spend with contracted suppliers (on contract)	Quarterly	71% (Q4 13/14)	71 – 80%	↓	These are new indicators which are currently being developed.
	% spend with SMEs	Quarterly	-		-	
	Average Spend per contracted supplier	Quarterly	-		-	
Revenues	Non-domestic rates collection rate	Monthly	22.3% (July 14)	-	-	
	% of Council Tax collected	Monthly	37.9% (July 14)		-	
	Total amount of money owed in rent arrears	Monthly	£1,406,854 (June 14)	£1,406,854 - £1,532,071	↓	
Roads	Street lights average time to repair failure	Quarterly	1.9 days (Q1 14/15)	1.9 – 2.7 days	↓	
Trading Standards	% of trading standards inspections achieved	Quarterly	95% (Q1 14/15)	-	-	This is a new measure. The measure was previously reported
	% of consumer enquiries responded to on the same day	Quarterly	100% (Q1 14/15)	100 – 100%	↔	
	% of consumer complaints responded to within 14 days	Quarterly	94% (Q1 14/15)	91 – 94%	↔	
	% of business advice requests responded to within 14 days	Quarterly	96% (Q1 14/15)	93 – 100%	↓	

Service	Indicator	Frequency	Most recent result	Range (over previous 4 periods)	Trend	Comment
Sport, Countryside & Leisure	Number of attendances at indoor sports and leisure facilities	Quarterly	180,461 (Q1 14/15)	130,411 – 180,461	↑	
	Number of attendances at pools	Quarterly	115,688 (Q1 14/15)	83,246 – 115,688	↑	
	Number of fly-tipping incidents	Quarterly	-	-	-	The process for collecting data regarding fly-tipping is being revised.
	% of 'other' waste recycled	Quarterly	79% (Q1 14/15)	70 – 79%	↑	
	% of green waste recycled	Quarterly	100% (Q1 14/15)	100 – 100%	↔	
Waste	Number of people using civic amenity sites	Quarterly	80,681 (Q1 14/15)	52,657 – 80,861	↑	<p>Use has increased beyond expected capacity. Customers from outside East Lothian are increasingly using the sites, especially since Midlothian altered their opening hours. The sites also being used for an increasing amount of suspected trade waste.</p> <p>Waste services are preparing a Recycling Centre acceptable use policy to ensure the sites are being used appropriately. The Policy might include measures to restrict the use of sites by non-East Lothian residents and restrict the dumping of trade waste.</p>

Policy and Performance Review Committee: Annual Work Programme 2014/15 Update (September 2014)

Date	Performance Monitoring/ Inspection Reports	Reports requested by members/ Other Reports
23 rd Sept 2014	Q1 Performance Indicators Draft Council Annual Performance Report Adult and Child Protection performance monitoring report Social Work Complaints and Feedback Annual Report Customer Feedback – annual report	Fly-tipping Use of Council Bus Fleet Work Programme Update
25 th Nov 2014	Q2 Performance Indicators 2013/ 2014 Statutory Performance Indicators Comparison Report	Rent Arrears Provision of outdoor learning to schools (Cllr Williamson) Work Programme Update Domiciliary Care Services (Cllr Currie)
27 th Jan 2015	SOLACE / Improvement Service Performance Indicators	Work Programme Update
24 th March 2015	Q3 Performance Indicators Adult and Child Protection performance monitoring report	Work Programme Update
28 th April 2015	Customer Feedback – six monthly report	Work Programme Update
16 th June 2015	Q4 Performance Indicators	Report on Literacy Levels in East Lothian schools Work Programme Update

Delayed Discharge (requested at June meeting)

East Lothian Works (requested at June meeting - Cllr McLennan)

Overview of HGIOC (requested at June meeting - Cllr McLennan)