

REPORT TO: East Lothian Council

MEETING DATE: 28 October 2014

BY: Depute Chief Executive (Partnerships and Community Services)

SUBJECT: East Lothian Council Annual Public Performance Report 2013/14

1 PURPOSE

- 1.1 To provide the Council with the East Lothian Council Annual Performance Report 2013/14.

2 RECOMMENDATIONS

- 2.1 That Council approves the Annual Performance Report 2013/14.

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. The draft Annual Performance Report was considered and noted by the Policy Performance and Review Committee, 23 September 2014.
- 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, 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: 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)

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DATE	6 th October 2014



How Good is Your Council?

East Lothian Council's Annual Performance Report 2013/14

Welcome

Welcome to 'How Good is Your Council?' East Lothian Council's Annual Performance Report for 2013/14.

We think it is very important to let the citizens of East Lothian know how their Council is doing. This report provides information on the Council's performance during 2013/14. Further detail on the Council's performance can be found on the performance pages of the Council website: www.eastlothian.gov.uk/performance.

The Council adopted its five-year strategic plan in August 2012. 'Working Together for a Better East Lothian: The East Lothian Council Plan 2012-2017' sets out the Council's ambition to make East Lothian a prosperous, safe and sustainable place with a dynamic and thriving economy that will allow our people and communities to flourish. The Plan sets out how we intend to achieve that ambition and the commitments we make to bring about the real differences that will improve the quality of life of East Lothian residents.

In this report we outline the progress we have made towards achieving the objectives and commitments we set out in the Council Pla. We are now two years into the plan and we are pleased to note that we have made good progress towards our goals.

However, given the national economic position and the 'flat cash' grant settlement the Council has to work within very tight limits. This has meant it has had to reduce budgets in order to continue to focus on priorities. One of the consequences of having to find budget savings in 2013/14 was the offer of voluntary early release to staff which resulted in just under 100 council staff leaving. We also had to find savings from our day-to-day expenditure on supplies and services. It has been against this background of making significant internal change that we have maintained and improved our performance.

So in the circumstances we are very pleased that we have still managed to achieve so much with our diminishing resource. That is down to the hard work and effort of the Council staff and the Council's ability to find develop new more efficient ways of delivering services and minimising the impact of reductions in budgets, including through working in partnership with the community, other local authorities, the voluntary and business sectors and other statutory bodies such as the NHS, Police Scotland and the Scottish Fire and Rescue Service.

The Council Plan is a five-year plan so it is still a 'work in progress' and much more can and will be done to continue to improve council services and create the conditions to allow our people and communities to flourish.

We look forward to working with Council staff, our public sector partners and East Lothian's communities over the coming year to make further progress.

Angela Leitch
Chief Executive

Councillor Willie Innes
Council Leader

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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 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.

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>

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



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>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>
<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>

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

Children and young people – what we have done

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.

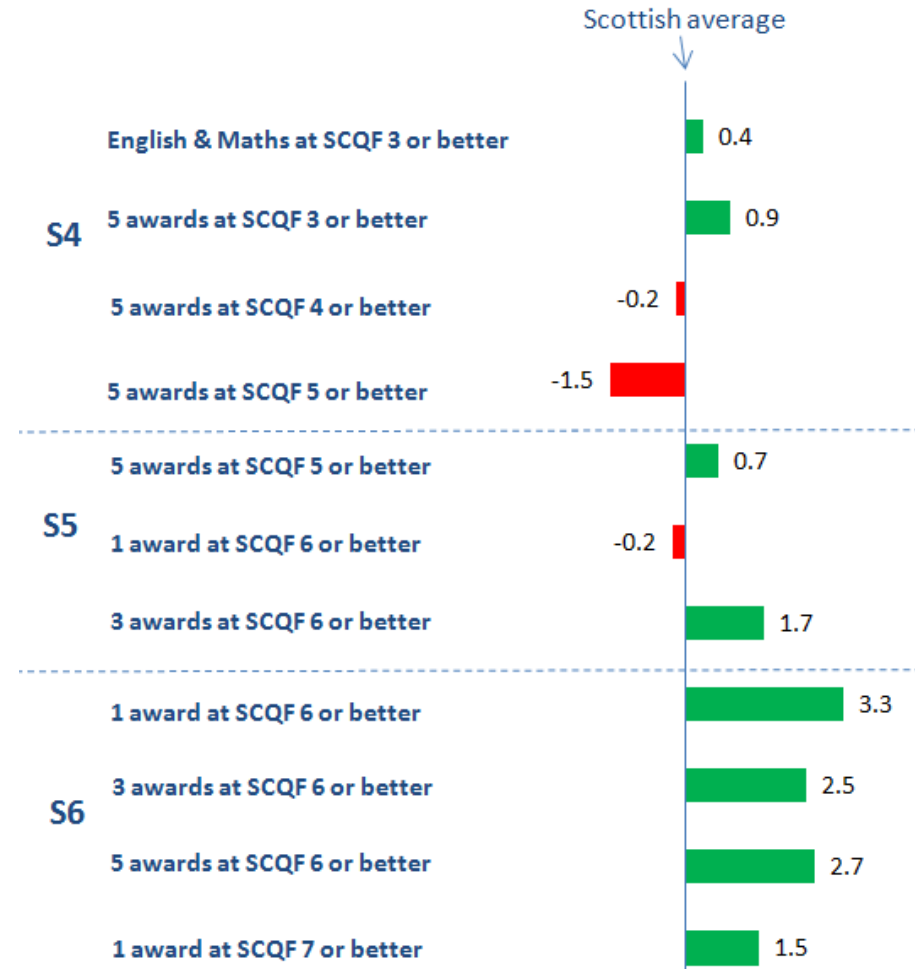
Educational Attainment

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) and East Lothian has slipped back in notional national league tables in several measures.

The following 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.



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 would do
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.

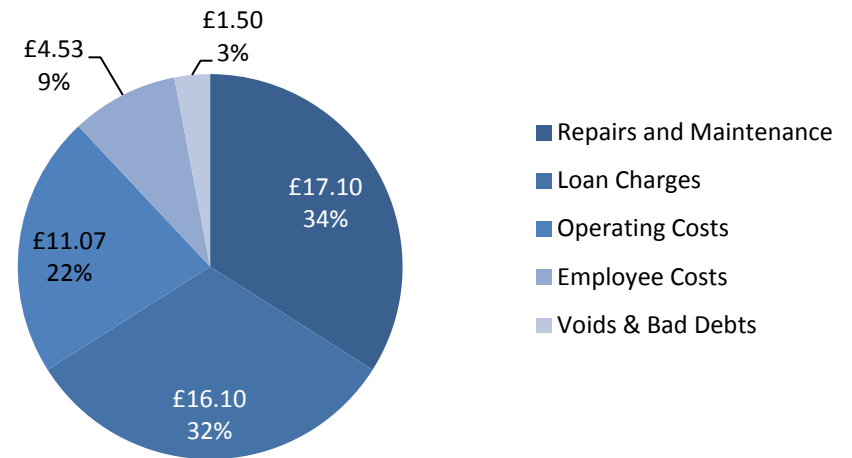
The outcomes of the Housing Options Service are as follows:

- 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 do
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 to inform the development of the Transport Strategy

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.

In April 2014, East Lothian Council in partnership with five local bus operators and RELBUS (Rural East Lothian Bus Users) jointly launched a new Bus Passenger Charter. The aim of the charter is to provide a clear commitment to passengers of the standards of service required and provided by bus services across the county.

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 rail study has been submitted to Transport Scotland for comment.

The 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

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

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.



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.

What we said we would do	What we have done
Devolve decision making and budgets starting with allocating a £100,000 budget for each secondary school cluster	Both revenue and capital funding to be allocated to Area Partnerships has been identified in the Council's 2015/16 budget.
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	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.
Support the Transition Towns initiative across all East Lothian's towns as a means of developing resilient communities	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 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

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

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

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.

Tackling domestic violence

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

The Environment – what we have done

East Lothian Council continues to monitor its carbon emissions and is focussed 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 have done to provide 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.

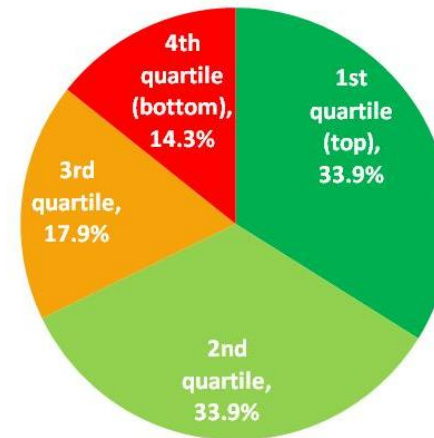
East Lothian Council reported the results for the indicators that form the Framework to the meeting of the Policy & Performance Review Committee in April 2014. The report covers the most recent data that is available for the indicators, which mainly relates to 2012/13. The report can be found here: http://www.eastlothian.gov.uk/download/meetings/id/15390/06_loca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

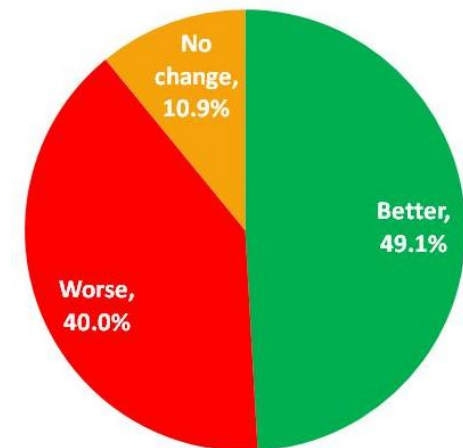
The full results for the Local Government Benchmarking Framework for all Scottish Councils can be found here:

<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.

Customer Care

Complaints and Feedback

Type of customer feedback	2012/13	2013/14
Total no of complaints:	872	961
Comments:	70	90
Compliments:	241	242
Stage 1 complaint - Complaint dealt with at point of service within 5 working days	352 complaints	507 complaints - 93% responded to within 5 working days
Stage 2 complaint – Investigation of points raised, acknowledged within 3 working days and response provided within 20 working days	520 complaints	454 complaints - 83% responded to within 20 working days

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

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. Options for the creation of a shared education service have been investigated, although it was decided not to progress with this proposal.

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:

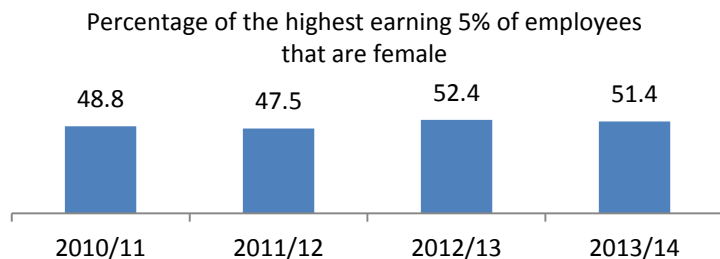
Prioritising prevention and promoting equality



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 has been developed and is being rolled out following training and awareness raising with relevant staff in Autumn 2014.
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.

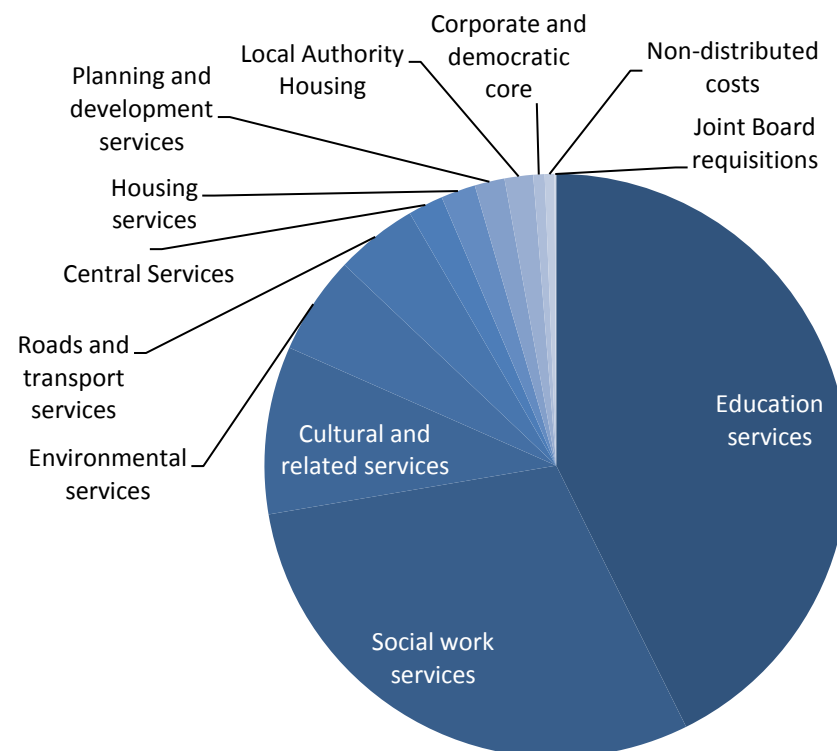
Council Finances

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 £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.

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. However, a three year budget has been set with no planned increase in Council Tax.

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 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.

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.

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