



MINUTES OF THE MEETING OF THE POLICY AND PERFORMANCE REVIEW COMMITTEE

TUESDAY 24 NOVEMBER 2015
COUNCIL CHAMBER, TOWN HOUSE, HADDINGTON

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Committee Members Present:

Councillor D Berry (Convener)
Councillor J Gillies
Councillor J Goodfellow
Councillor P MacKenzie
Councillor F McAllister
Councillor J Williamson

Other Councillors Present:

Councillor J McMillan (Item 2)

Council Officials Present:

Mrs A Leitch, Chief Executive
Ms M Patterson Depute Chief Executive (Partnerships and Community Services)
Mr T Shearer, Head of Communities and Partnerships
Mr R Montgomery, Head of Infrastructure
Mr D Proudfoot, Head of Development
Mr P Vestri, Service Manager - Corporate Policy and Improvement
Ms E Wilson, Service Manager - Economic Development and Strategic Investment
Mr E John, Service Manager - Sport, Countryside and Leisure
Ms S Smith, Team Manager, Economic Development
Mr R Baty, Team Manager, Business Development
Mr C Forbes, Team Manager, East Lothian Works
Mr P Forsyth, Asset and Regulatory Manager (Road Services)
Mr A Strickland, Policy Officer

Clerk:

Ms A Smith

Apologies:

Councillor J Caldwell

Declarations of Interest:

Councillor Goodfellow declared an interest in the enjoyleisure item as one of the Council's representatives on the Board of Enjoy East Lothian Ltd. He added that according to the specific exclusions within the Councillors' Code of Conduct he was permitted to remain in the Chamber and participate in the debate on this item.

Prior to commencement of business the Convener moved that the Landlord Performance report be continued to the next meeting, for appropriate revision. Councillor McAllister seconded this. This item was withdrawn.

1. MINUTES FOR APPROVAL

The minutes of the meeting of the Policy and Performance Review Committee of 29 September 2015 were approved. There were no matters arising.

2. EAST LOTHIAN COMMUNITY PLANNING ECONOMIC DEVELOPMENT STRATEGY 2012-2022

A report was submitted by the Depute Chief Executive (Partnerships and Community Services) providing an update of the implementation and impact of the East Lothian Economic Development Strategy 2012-2022.

Esther Wilson, Service Manager for Economic Development and Strategic Investment, presented the report. She outlined the strategic context, drawing attention to the Strategy's 2 goals and 5 objectives. A review was planned next year, which would lead to a new composite action plan for the Strategy. She referred to the performance indicators, giving details of benchmarking data and analysis of performance and activity. She took Members through each of the 5 strategic objectives, highlighting performance, key activities and future relevant activities. Ms Wilson stated that positive progress was being made in areas where activity had been targeted. The process of reviewing the Strategy would allow consideration of how resources should be prioritised going forward to ensure progress made was maintained and to target areas not prioritised to date.

Councillor Goodfellow, referring to East Lothian Works programme for developing the young workforce, asked if forward planning was being restricted by grants being allocated on a yearly basis. Ms Wilson advised that work was ongoing to secure European funding which would secure delivery of the programme in the medium term, however it was a difficult process and it had been identified as an area of risk. Colin Forbes, Team Manager, East Lothian Works, provided further information about the funding structure. He assured Members that progress on the programme was not being hindered and that an allocation of funding had been made by the Scottish Government this financial year to support an Employer Recruitment Initiative. Ms Wilson responded to further questions about the level of risk. She advised that the speed with which European funding was being released by the Scottish Government had been escalated and was now being taken forward by local authority Chief Executives. She added that there were issues between the European and Scottish Governments regarding audit compliance.

Councillor MacKenzie queried progress in the food and drink sector, putting forward several suggestions for further activity. Ms Wilson stated that excellent progress had been made in this sector; East Lothian was held up as an exemplar. She added that through the Business Gateway, many businesses had received start up assistance in this sector. Richard Baty, Team Manager, Business Development, provided further details of activity around seafood; he also gave examples of progress in other food and drink companies. Responding to further points raised by the Convener in relation to a seafood strategy, Ms Wilson indicated that other possible opportunities could be looked at, along with further discussion, to inform the Strategy review.

Officers responded to several other questions from Members in relation to tourist bed numbers, the young workforce, apprenticeships, supporting young people in setting up a business and business office space provision at Brewery Park.

Councillor McAllister queried progress on the Cockenzie site. Douglas Proudfoot, Head of Development, outlined some of the steps taken to date in relation to proposals for masterplanning for the site. He reported that the Council was working collaboratively with the Scottish Government and other stakeholders to maximise opportunities. A cross party working group would be meeting in early December to establish governance arrangements for the masterplanning exercise.

Responding to the Convener, regarding performance and evidence of progress, Ms Wilson advised, that as set out in the report, some aspects of the monitoring and evaluation framework were not robust enough; there were areas where fuller information was required to enable proper analysis. Mr Proudfoot stated that context was key; there were significant variables across different sectors. He referred to the opportunity to review the Strategy; to give consideration to the performance management framework, adding that indications from the Committee about where the framework could be improved would be welcomed. The Convener suggested meeting with key officers and Councillor MacMillan in this regard.

Councillor MacKenzie welcomed the 179 new jobs created for 16-24 year olds. In respect of looked after children, he remarked that the figures gave a sense of what could be done in relation to Corporate Parenting. Comparing this Council's improvements with Midlothian Council, he noted that a hidden factor, undoubtedly a boost for Midlothian, was the presence of Edinburgh College in Dalkeith. He welcomed development of the Future Technologies Centre in Musselburgh, which would be operational next year. There was a great deal to celebrate.

Councillor Goodfellow welcomed the report. He did have concern about risks in relation to employment pathways. It was important that local authority Chief Executives applied pressure to the Scottish Government to ensure funding was not on a year by year basis. He welcomed the review of tourism bed numbers as mentioned earlier. He highlighted successful initiatives by entrepreneurs within his North Berwick ward. The future for the county looked interesting, taking into account the possibilities for Cockenzie and the City Region Deal.

Councillor McAllister welcomed Mr Proudfoot's comments in relation to the Cockenzie site. He put forward several suggestions for the use of this site, stating that the Council should be bold and ambitious. He also made reference to the artisan food market and the potential for Council involvement.

Councillor McMillan, Cabinet Spokesperson for Economic Development and Tourism, praised the work carried out by this small team of officers. The team had a very constructive relationship with local businesses and provided significant support. He acknowledged the constant need to improve, stating that considerable work was being done in this regard. The goal was for East Lothian to be recognised as Scotland's leading coastal, leisure and food and drink destination. A huge amount of excellent work had been done to promote East Lothian.

The Convener added his praise; this was a very capable team. There were some areas requiring further action, such as increasing the jobs growth rate and increasing positive school leaver destinations. He would like to see more outcome orientated performance, also for achievements to be highlighted. He looked forward to the report next year.

Decision

The Committee agreed to note the contents of this report, specifically, that a review of the Strategy would be undertaken in 2016.

3. ROADS ASSET MANAGEMENT – ANNUAL STATUS AND OPTIONS

A report was submitted by the Depute Chief Executive (Partnerships and Community Services) summarising the Council's road assets at 1 April 2015 and detailing:

- the status of the asset, in its current condition, and performance
- the value of the assets
- the service that the asset and current budgets were able to provide
- the options available for the future

Peter Forsyth, Asset and Regulatory Manager within Road Services, presented the report. He informed Members that the report concerned 4 different asset groups: carriageways; footways; street lighting; and traffic management systems - full status and option reports for each group were attached as appendices. He took Members through each asset group report in detail, drawing attention to the key points, trend information, options summary and recommendations.

Mr Forsyth responded to questions from Councillor MacKenzie in relation to pothole repairs, advising that the jet patcher had been effective over a number of years however it was less effective during the winter months. The intention now was to move to a greater reliance to permanent repairs. In relation to the carriageway report, option C3, specifically whether the 4% allocated to the strengthening budget was sufficient, Mr Forsyth advised that between 2012/14 there had been an increase in reconstruction investment.

In response to questions from the Convener, Mr Forsyth clarified matters regarding carriageway condition and different classes of roads. Responding to further questions, Ray Montgomery, Head of Infrastructure, outlined the history of, and process for, road network maintenance. He stressed that it was a reflection of the road network at any given time; it was always a judgement of the work required, taking into account the budget position. He added that as a result of investment over a number of years the structural condition of the road network was better than it had been and the intention now was to move to preventative work.

Mr Forsyth responded to other questions from several Members regarding the effect of different types of vehicles on the county's roads, street lighting columns, specifically the process for repairing and reporting faulty lights, strategy for refreshing road warning linings and recovery of costs in relation to maintenance of roads leading into new developments due to damage caused by construction vehicles.

Councillor McAllister remarked that having separate cycle paths away from main carriageways may encourage more people to cycle.

Councillor MacKenzie expressed concern at the number of unlit kerbed keep left signs; this was a safety issue. He felt that the new LED lighting was very satisfactory.

The Convener made some general comments about the report content and format. Mr Forsyth indicated that comments would be taken on board. Regarding the

recommended options, specified within each of the asset group reports, the Convener stated it would not be competent for this Committee to approve these.

The Convener added that, in terms of the report recommendation, the words *and operational requirements* should be removed.

Decision

The Committee agreed to note the contents of the report.

4. COUNCIL ARRANGEMENTS WITH ENJOYLEISURE ALEO

A report was submitted by the Depute Chief Executive (Partnerships and Community Services) updating Members on the Council's governance arrangements with its ALEO enjoyleisure and highlighting the areas of work that enjoyleisure contributed to wider Council objectives.

Eamon John, Service Manager for Sport, Countryside and Leisure, presented the report. He drew attention to the key messages of the Accounts Commission's requirements regarding ALEOs and KPMG's role as the Council's auditor. He highlighted the 5 key conclusions from the KPMG report. He outlined the 2 routes of governance within the existing enjoyleisure structure. He provided several examples evidencing that enjoyleisure was aligned with, and contributed to, the Council's objectives. He drew Members' attention to the appendix which provided specific performance analysis information. Mr John gave details of future plans, stating that enjoyleisure would continue working with the Council to deliver positive outcomes.

Responding to questions from Councillor MacKenzie, Mr John replied that enjoyleisure's performance was a major focus but it was a balance between income generation and providing a service. He added that there had been a strong focus on the membership scheme, resulting in a significant increase in membership numbers.

Mr John responded to questions from the Convener. Regarding Access to Leisure Scheme admissions, this accounted for around 10%; more work promoting this scheme was required. In the context of balancing the social aspects and running a business and guidance from the Board Directors, Mr John advised that the aim had been to create flexibility and growth but also to have a social anchor, which was why there were still some activities, such as free swims for children during the summer holidays, in place. Regarding the potential for competing with private gyms, Mr John advised that Audit Scotland would probably have concerns if enjoyleisure tried to operate more as a private gym as the focus on the social aspect was very important. He reiterated that year on year, for the last 6 years, membership had grown; the direct debit income had made an impact. He stated that the membership fee could probably increase but it would be for the enjoyleisure Board to determine.

Councillor MacKenzie remarked that the governance of this ALEO was secure and it did contribute to the Council's objectives. He was pleased to note the numbers of people taking part in sporting activities; this contributed to the stability and mental health wellbeing of East Lothian's communities.

Councillor McAllister made reference to the Access to Leisure Scheme, stating this was of huge benefit to those concerned. He agreed with his colleague's comments about the benefits of physical activity in relation to mental health wellbeing.

Councillor Goodfellow also felt that the Accounts Commission's remit to KPMG regarding ALEOs was being met. This ALEO had a strong partnership with the Council and was moving forward to benefit all of the East Lothian population.

The Convener welcomed the report and endorsed earlier comments. Enjoyleisure was a good example of how an organisation tied to the Council, but not part of the Council, could provide a good, customer focused service.

Decision

The Committee agreed to note the report.

5. PERFORMANCE REPORT, Q2 2015-16

A report was submitted by the Depute Chief Executive (Partnerships and Community Services) regarding the performance of Council services during Q2 (July to September) 2015/16.

Andrew Strickland, Policy Officer, presented the report. He made reference to the performance briefing for Members held on 3 November, advising that responses to questions raised at that briefing had been included in the report. He took Members through the report, providing further information in relation to all of those performance indicators queried. The quarterly and monthly KPIs were detailed in the appendix.

Councillor MacKenzie expressed concern regarding the homelessness indicator, specifically the average number of days to re-house. Tom Shearer, Head of Communities and Partnerships, referred to a report brought to Cabinet last month regarding adjusting the allocations targets for council houses, which would assist in trying to address homeless provision. He added that a further report would be brought to Cabinet in due course.

The Convener thanked Mr Strickland for this very helpful report.

Decision

The Committee agreed to use the information provided in the report to consider whether any aspect of the Council's performance was in need of improvement or further investigation.

6. ANNUAL WORK PROGRAMME UPDATE 2015/16

An updated Annual Work Programme detailed the reports already scheduled for session 2015/16. It was noted that the Landlord Performance Report would be brought to the January meeting.

Additional reports requested:

- Cycle Paths/Core Paths (May 2016 meeting)

Signed

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Councillor David Berry
Convener of the Policy and Performance Review Committee

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 26 January 2016

BY: Chief Social Work Officer

SUBJECT: 2015/16 Quarter 1 and Quarter 2 Performance Report:
Child Protection, Adult Support and Protection, Offender
Management and Violence Against Women and Girls

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1 PURPOSE

This report gives an overview of the statistical information for Child Protection, Adult Support and Protection, Offender Management and Violence Against Women and Girls in quarter 1 and quarter 2 of 2015/16 (i.e. April to September 2015).

2 RECOMMENDATIONS

The Committee is asked to note the contents of this report.

3 BACKGROUND

3.1 Child Protection

The first quarter of 2015/16 provided the first opportunity to gather data from the newly implemented East Lothian and Midlothian Public Protection Committee (EMPCC) Performance Framework which was developed via the Performance and Quality Improvement sub-group. The collection of data allows us to:

- Evaluate our current position in comparison with previous quarters;
- Identify and acknowledge improvements;
- Highlight and explore areas for development;
- Target evaluation and improvement activity.

Over the first six months of 2015/16 the Performance Indicators for East Lothian are encouraging and the majority of the data meets the target figures.

The number of children on the Child Protection Register has continued to reduce and at the end of quarter 2, 20 children were registered which is uncharacteristically low. The reduction in registrations coincides with the consolidation of stage 3 interventions which provide a multi-agency framework and assessment without necessarily having to hold a Child Protection Case Conference. We will continue to explore the use of stage 3 and will be carrying out audits to ensure that cases that reach the threshold for child protection are being progressed appropriately.

Children's Wellbeing figures reflect that 100% of cases going to case conference have robust interim safety plans in place. This is particularly relevant as East Lothian allow 28 days between the decision to go to case conference and the meeting taking place. This is slightly longer than the national guidance recommends, however East Lothian use Signs of Safety which is a strength based / safety focussed practice approach grounded in partnership working with the family. Preparation and risk assessment in collaboration with the family prior to the case conference is key to the success of any intervention and having a safety plan in place throughout this process is crucial.

The Signs of Safety approach also resulted in 100% of children who were considered at case conference actively participating in the process. This then allows participants to fully hear and consider the child's voice which can be lost in amongst the presenting risk/s. Including children in such complex meetings presents significant challenges and we are keen to continue this high standard and make productive use of the 28 day assessment period prior to case conference.

East Lothian data relating to multi-agency integrated chronologies indicates this is an area requiring development. This is a national issue as agencies seek to find ways to effectively collate multi-agency information despite agencies using different IT and recording systems. When this statistic was explored further it is clear that all relevant chronological information is shared regularly amongst professionals however it is the chronology document itself that was not consistently present on the child's file. This document relies on the Lead Professional to keep it up to date and this is a relatively new task in practice (with effect from April 2015) which is still to be consolidated. East Lothian Team Leaders have ensured this is addressed within team meetings and are supporting workers in supervision with this specific issue.

As we approach 2016/17 we have begun to consider the development of the Performance Indicators and acknowledge that while they mostly indicate compliance with procedures we also need to understand the impact that child protection interventions can have on children and their families. This opportunity to review the performance framework will also allow us to expand the focus to include data from other agencies.

3.2 Adult Support and Protection

The Adult Support and Protection Policy and Procedures were reviewed and signed off by East Lothian and Midlothian Public Protection Committee (EMPPC) in February 2015 with an implementation date of 1st April 2015. A number of staff briefing sessions were arranged which enabled us to focus on improving response times of adults at risk of harm, within the statutory duties of the local authority and thresholds between a Duty to Inquire and an Investigation. This was also an area of focus for the Care Inspectorate during the inspection.

In the first 6 months of the year EMPPC has implemented its Performance Framework including performance indicators for Adult Support and Protection based on the above policy and procedures. This provides data which enables EMPPC through its Performance & Quality Improvement sub-group to fulfil its role in monitoring and scrutinising practice. There have been a number of challenges in collecting the adult monitoring data required, and there will be a review at the end of the year to ensure we are collecting the most appropriate data to enable us to identify areas of improvement, as well as areas of good practice, areas of unmet needs and areas of risk.

Data collected in the first 6 months of the year shows that the number of referrals received by East Lothian Adult Wellbeing for adults “known or believed” to be at risk of harm was fairly similar in both quarters and the main source of referrals continues to be from Police. Given the large volume of Police Referrals which are received via Adult Concern Forms, a multi-agency screening process involving all three core agencies (Police, Health & Social Work) was piloted in August 2015.

The implementation of this pilot has seen a significant reduction (50%) of Adult Concern Forms being sent to Adult Wellbeing with an average of 36% now going direct to NHS Lothian. This suggests better outcomes for the service users concerned as the referrals are now going directly to the most appropriate agency. An evaluation workshop was held to ascertain the effectiveness and sustainability of this process. It was unanimously agreed that benefits include:

- Early access to multi-agency information;
- Identification of the most appropriate route for sharing information;
- More informed identification as to whether the person is an adult at risk of harm;
- Shared decision making as to any intervention required.

Negatives were around the resource implications (time and personnel) but group members were in agreement that the benefits outweighed the negatives.

The findings of the workshop are due to be presented to Heads of Service at the next EMPPC delivery group meeting on the 14th January 2016 as to the way forward.

3.3 Offender Management

The Offender Management Improvement Plan and Performance Framework was reviewed and signed off by East Lothian and Midlothian Public Protection Committee (EMPPC) in November 2015. Future reports to the PPRC will include statistical information on Offender Management.

The MAPPA Review national report was published in November 2015. Whilst this report did not make comment on specific authorities, it did make comment on the implementation and working of MAPPA in Scotland in general. Overall, this report makes very positive comments regarding the assessment, monitoring and supervision of sexual offenders with clear and robust multi-agency working arrangements in place.

3.4 Violence Against Women and Girls

Late February 2015 saw the launch of the Domestic Abuse Referral Pathway, which is overseen by the Domestic Abuse Service. This pathway provides a central screening point for all Police and multi-agency risk assessment conference (MARAC) referrals ensuring a streamlined process so that victims receive support from the most suitable agency. Between April to September 2015, 106 victims had been referred through the pathway. East and Midlothian Women's Aid and the Edinburgh Domestic Abuse Court Service (EDDACS) are key partners in the new pathway and there are strong links with the Caledonian Programme staff. A review of the referral pathway is likely to take place in 2016/17.

In East Lothian, high risk victims of domestic abuse are referred to MARAC. A range of agencies attend MARAC to share information and to develop an action plan to reduce the risk of further harm. This provides a greater consistency and information sharing between agencies while creating a collective response to keeping victims safe and improving accountability.

41 individuals from East Lothian have been referred to MARAC within this period and 89 children were also involved in these cases. This represents an increase in comparison to the same period in 2014, indicating the ongoing growth and development of MARAC. This period has also seen a stabilisation of the agencies represented and engaged in the MARAC process perhaps contributing to an increase of 80.76% in the number of safety actions offered at MARAC compared to the same period in 2014.

Performance and quality assurance of the MARAC function is undertaken through the MARAC steering group and the Public Protection Committee Performance and Quality Improvement sub-group. The Public Protection Committee has also recently approved the draft MARAC operating and information sharing protocols which provide a framework for MARAC within the area.

An early response service at the weekend was also launched in February 2015 following evidence that there are higher levels of reported incidents to Police Scotland at weekends. However when introduced, the service received a low number of referrals which led to the service operating on a Sunday only. Monitoring this service provision will continue, including how best to promote the service within Police Scotland. It is anticipated that a review of service will take place in early 2016.

Comment from CSWO

The Committee is asked to note that the Public Protection Performance Framework reports through the EMPCC and that reports must be approved there before submission elsewhere. Recognising the multi-agency partnership scrutiny of the EMPPC Performance Framework through the EMPCC, and to afford East Lothian Council the opportunity to self-scrutinise public performance trends and outcomes, an annual East Lothian Public Performance report will be brought forward to PPRC reflecting Children's Wellbeing and Adult Wellbeing performance trends and outcomes, underpinning the EMPCC Performance Framework Quarter 4 reported data. This will be produced once the EMPCC have approved the Quarter 4 Public Performance report, and is intended to be reported to PPRC usually in June annually.

I am confident that the aforementioned framework will enable us to examine our statistics and indicators in a more informed way. Understanding what difference our services are making, to whom and in what capacity, is our goal. In turn, this will help inform service provision.

4 POLICY IMPLICATIONS

N/A

5 EQUALITIES IMPACT ASSESSMENT

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 – N/A

6.2 Personnel – N/A

6.3 Other – N/A

7 BACKGROUND PAPERS

Attached to this report is an appendix which is an extract of the East Lothian and Midlothian Public Protection Committee Lead Officer Observations Reports for Quarter 2 as approved by the EMPPC on 13/11/15.

AUTHOR'S NAME	Anne Thompson
DESIGNATION	Public Protection Team Manager, EMPPO
CONTACT INFO	athompson@eastlothian.gcsx.gov.uk / 0131 653 5151
DATE	07 January 2016



East Lothian and Midlothian Public Protection Committee

**Observations Report
(East Lothian extract)
Quarter 2 (July - September) 2015/16**

Adult Support and Protection

Introduction

Quarter 2 has seen the implementation of the Adult Concern Form Pilot (August and September). This comprises of a multi-agency meeting between core agencies (Police, Health and Social Work). The purpose of the pilot is to determine the most appropriate route for ongoing referral / information sharing and whether the adult is an adult at risk of harm, as well as establishing operational links with the Public Protection Office and Police Public Protection Unit.

East Lothian Council have recently undergone a joint inspection of services for older people by the Care Inspectorate (CI) and Health Improvement Scotland (HIS). This involved a meeting with the lead officer with a focus on the progress between the Duty to Inquire and Investigations as well as access and the use of advocacy within Adult Support and Protection.

There have been a number of challenges in collecting the data required to populate the Performance Framework and this caused a delay in the reporting. As the Performance Indicator statistics are relatively new, the quarter 1 statistics are what we are using to form a baseline. Targets will be reviewed at the end of this year which will inform the Performance Framework going forward.

Performance Framework Indicators

Measure	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	Q4 2015/ 16
ASP01 – Total number of cases with a live Adult Support and Protection Plan	24	22	23	-	-
ASP02 – Number of repeat Adult Support and Protection referrals following Adult Support and Protection Case Conference	-	3	1	-	-
ASP03 – Percentage of Duty to Inquire that have been completed within procedural timescales	-	49% (34/69)	59% (36/61)	-	-
ASP04 – Number of Adult Support and Protection IRD's undertaken	93	16	17	-	-
ASP05 – Number of adults with a repeat IRD within a 12 month period	-	6	6	-	-
ASP06 – Percentage of Adult Support and Protection initial case conferences held within procedural timescale	-	33% (1/3)	43% (3/7)	-	-
ASP07 – Percentage of Adult Support and Protection review case conferences held within procedural timescales	-	83% (5/6)	75% (6/8)	-	-
ASP08 – Percentage of Adult Support and Protection initial case conferences where council officer reports were completed within procedural timescale	-	67% (2/3)	57% (4/7)	-	-
ASP09 – Percentage of adults, at Adult Support and Protection case conference, that have a chronology in place	-	67% (2/3)	60% (9/15)	-	-
ASP10 – Percentage of Adult Support and Protection Review case conferences where a comprehensive risk assessment has been completed	-	71% (5/7)	75% (6/8)	-	-

Measure	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	Q4 2015/ 16
ASP11 – Percentage of Adult Support and Protection case conference minutes that note the active participation of adults	-	90% (9/10)	54% (7/13)	-	-
ASP12 – Number of adults reporting that they feel safer as a result of intervention (following Initial Case Conference)	-	-	33% (1/3)	-	-

Other relevant indicators

Measure	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	Q4 2015/ 16
Referrals	427	149	143	-	-
Investigations	125	9	17	-	-
Protection orders	3	1	2	-	-
Number of Large Scale Investigations	3	0	1	-	-

Within East Lothian Adult Wellbeing there are 23 open active cases which have been identified through a live Adult Support and Protection plan with 7 new live open cases within quarter 2.

The statistics reported illustrate an improvement in Adult Support and Protection in the following areas:

- A reduction in the number of repeat referrals following an Adult Support and Protection Case Conference;
- There has been a 10% increase in the number of Duty to Inquires that have met the procedural timescale of 5 days;
- There has been a 10% improvement from quarter 1 to quarter 2 in relation to the number of Initial Adult Support and Protection Case Conferences being held within procedural timescales.

There has been a noticeable decrease in the percentage of adult support and protection case conference minutes noting the active participation of adults, from 90% in quarter 1 to 54% in quarter 2. It is recognised that it is not always appropriate for the adult to be invited to attend due to a number of reasons. In quarter 2 there was a total 13 case conferences of which 11 adults were invited to attend with 7 attending in person.

East Lothian Adult Wellbeing received 143 referrals for adults “known or believed” to be at risk of harm in quarter 2. This remains fairly static in comparison to quarter 1. The main source of referrals in quarter 2 continued to be from Police (76 / 53%). The adult concern form pilot has reported a significant decrease in the number of referrals being submitted to East Lothian Council on a monthly basis (August to September), however this does not appear to be reflected in the figures collected for the National Data Set.

There has been a slight increase in the number of investigations undertaken in quarter 2 (17) in comparison to the previous quarter (9). Despite the 53% increase this is still relatively low in comparison to the number of referrals, accounting for only 12%.

Child Protection

Introduction

The refreshed Edinburgh and Lothians Child Protection Procedures were launched in October 2015. They now reflect the most up to date guidance and legislation and while the majority of revisions have no direct impact upon fundamental processes of how we protect children, there are some sections to note.

The section in relation to allegations of historical abuse has been revised to include clearer provisions for victims whom are now adults. Consideration will be given to initiating an Inter-agency Referral Discussion (IRD) under Adult Support and Protection and if this is not necessary the procedures are clear that there should be no delay in sharing information and making joint decisions subject to the provisions of the Data Protection Act (1998).

The section on Transfer Child Protection Case Conferences has also been updated to reflect that the decision to remove a child's name from the Child Protection Register should not be made in the receiving authority. Should the relinquishing authority consider de-registration appropriate, this decision should be made in the relinquishing authority area.

We are exploring methods to improve the flow of information throughout IRD processes and continue to consider e-IRD as a tool to aid real time discussions, prompt sharing of information and recording.

It should be noted that the Child Protection data for quarter 2 was submitted correctly and promptly which is hugely appreciated and enables the Public Protection Office to keep within timescales.

Performance Framework Indicators

Measure		2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	Q4 2015/ 16
CP01 – Number of children on the Child Protection Register		31	28	20	-	-
CP02 – Number of repeat Child Protection Register registrations within a 12 month period		0	0	0	-	-
CP03 – Number of Child Protection IRD's		280	46	63	-	-
CP04 – Number of children with a repeat IRD within a 12 month period		69	8	11	-	-
CP04a – Number of repeat IRD's per child within a 12 month period	None	305	36	52	-	-
	One	90	7	11	-	-
	Two	11	1	-	-	-
	Three	1	-	-	-	-
	N/K	-	2	-	-	-
CP05 – Percentage of Child Protection initial and pre-birth case conferences held within agreed timescale (28 calendar days)		49% (22/43)	100% (6/6)	90% (9/10)	-	-
CP06 – Percentage of Child Protection review case conferences held within agreed timescales (6 months / 183 days)		73% (18/66)	100% (8/8)	100% (6/6)	-	-

Measure	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	Q4 2015/ 16
CP07 – Percentage of Child Protection core groups held within agreed timescales (within 28 calendar days of ICPC and every 8 weeks thereafter)	-	91% (20/22)	89% (23/26)	-	-
CP08 – Percentage of cases going to initial Child Protection case conference where a robust interim safety plan was in place	-	100% (10/10)	100% (11/11)	-	-
CP09 – Percentage of children on the Child Protection Register that have a multi-agency integrated chronology	-	29% (2/7)	17% (4/23)	-	-
CP10 – Percentage of review Child Protection case conferences where a comprehensive risk assessment has been completed	-	100% (5/5)	100% (26/26)	-	-
CP11 – Percentage of children on the Child Protection register that have a SMART plan	-	95% (19/20)	96% (25/26)	-	-
CP12 – Percentage of Child Protection case conference minutes that note the active participation of children in the child protection process (aged 5 years and over)	-	100% (9/9)	100% (11/11)	-	-

The majority of data collected for East Lothian is positive and meeting the high targets that were set. Almost all Initial Child Protection Case Conferences were on time with only one exception which was the result of a close family bereavement within the family involved.

The number of children on the register is 20 compared to 28 in quarter 1. This would appear to be the result of sibling groups being removed from the register during a period with few new registrations. It is acknowledged that this number appears low and similar to quarter 1, this would appear to be the result of the Stage 3 interventions which offer the option of multi-agency decision making with situations under the threshold of an Inter-agency Referral Discussion.

East Lothian data relating to multi-agency integrated chronologies still indicates this is an area requiring development. This issue is now on the agenda for the Children's Wellbeing Team Leader's meeting and has been discussed at the weekly team briefing. Senior Managers have also re-distributed the guidance and are targeting support to workers on this specific issue.

Violence Against Women and Girls

Performance Framework Indicators

Measure		2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	Q4 2015/ 16
VAW01 – Number of women referred to SMILE substance misuse worker		-	30	9	-	-
VAW02 – Percentage of service users choosing to provide feedback to support evaluation		-	100%	100%	-	-
VAW03 – Number of women referred to SMILE Routes to Independence worker		-	25	18	-	-
VAW04 – Number of children supported by EMWA Children’s Service		289	197	167	-	-
VAW05 – Number of Domestic Abuse incidents reported to the Police	East	994	232	233	-	-
	Mid	1,099	279	279	-	-
VAW06 - % of incidents resulting in crime reports	East	52.6%	49.1% (114/ 232)	50.2% (117/ 233)	-	-
	Mid	59.1%	59.5% (166/ 279)	55.4% (155/ 279)	-	-
VAW07 – Number of victims referred to Domestic Abuse Service	East	24	18	18	-	-
	Mid	60	47	21	-	-
VAW08 – Number of victims responded to by SMILE weekend service	East	-	5	6	-	-
	Mid	-	16	10	-	-
VAW09 – Number of victims referred to MARAC		173	57	50	-	-
VAW10 – Number of actions to increase safety offered at MARAC		539	271	193	-	-
VAW11 – Percentage of victims reporting an improvement in their safety when exiting the domestic abuse service		-	77.7% (7/9)	100% (8/8)	-	-
VAW12 – Number of new Caledonian orders being issued at Court	East	9	0	2	-	-
	Mid	12	1	1	-	-

There continues to be good representation of agencies engaged in the MARAC process. Referral numbers have seen a slight reduction this quarter potentially as the result of the summer holiday period. However for the first six months of 2015-16 there has been an increase of 55% in referral numbers compared to the same period in 2014-15, indicating the ongoing growth and development of MARAC.

This quarter, specialised training on MARAC and the Risk Indicator Checklist (RIC) was delivered to staff from a wide range of agencies including Police Scotland, Scottish Fire Service, NHS Lothian (Health Visiting / Midwifery), Social Work, Women’s Aid East and Midlothian and Housing Services. In the next quarter the Violence Against Women and Girls (VAWG) Partnership will develop a training schedule to support workforce needs as outlined in the local improvement plan.

The Domestic Abuse Service (DAS) has experienced a reduction in the number of referrals this quarter. The service continues to engage with high risk victims and has seen an increase in the percentage of victims reporting an improvement in their circumstances when exiting the service, which reflects the value and importance of the work being undertaken. A new recording system, OASIS, has been purchased to support the development of the service and it is anticipated that this system will be operating in the next quarter.

As noted in previous quarterly performance reports the Weekend Response Service, has continued to receive a reduced number of referrals. In response to this the service will now be focussed on operating on a Sunday only. Monitoring of this provision will continue and work to promote the service is being explored. It is anticipated that a review of service take place in early 2016.

There has been an error identified in relation to the indicator VAW06, as previous reports noted detection rates rather than the percentage of incidents which result in a crime being recorded. This will be resolved for future reporting. For this quarter, the percentage figure for Midlothian is higher than East Lothian. It is not possible to determine any trends at this time.

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 26 January 2016

BY: Depute Chief Executive (Partnerships and Community Services)

SUBJECT: Landlord Performance Report 2014/15

3

1 PURPOSE

- 1.1 To update the Committee on the Council's progress in meeting the Social Housing Charter outcomes.
- 1.2 To update the Committee in regard to performance on key measures as per the 2014/15 Landlord Performance Report

2 RECOMMENDATIONS

- 2.1 That PPRC note the contents of this report and the actions being taken to address where performance needs to be improved.

3 BACKGROUND

- 3.1 The Scottish Social Housing Charter was introduced in 2012 as part of the Housing (Scotland) 2010 Act. The Charter sets out a number of outcomes that all social landlords (local authorities and housing associations) must work towards achieving.
- 3.2 Social landlords are required to submit an Annual Return on the Charter (ARC) by 31st May each year to the Scottish Housing Regulator. This return captures a range of performance and contextual information across 69 indicators.
- 3.3 There are additional requirements placed on each social landlord, each of whom must:
 - Carry out a comprehensive tenant customer satisfaction survey at least once every three years

- Provide a landlord performance report to tenants each year by the 31st October. In producing this landlord report, there is a requirement that tenants will be involved in its development.
 - Give tenants meaningful opportunities to scrutinise and assess a landlord's performance
- 3.4 East Lothian Council has a strong tradition of tenant participation and is seen as an exemplar of good practice. The Charter created a requirement for all social landlords to deepen tenant participation by involving tenants and other service users through scrutinising and assessing a landlord's performance.
- 3.5 The Council has worked in partnership with East Lothian Tenants and Residents Panel to create a scrutiny framework through a project group involving tenants and staff. As well as building on and improving existing scrutiny and participation structures, tenants have been involved in a mystery shopping exercise focused on communication (outcome 2 of the Charter) and a desk top audit of allocations information (outcome 10 of the Charter).
- 3.6 Further development work in this area continues and has extended to the co-production of the Landlord Performance Report 2014/15 (and last year's) with tenants involved in all aspects of what information was to be incorporated, its layout and presentation and consultation with other tenants.

Performance commentary on key measures

- 3.7 Tenant satisfaction across six of eight measures compares very favourably across the Council's peer group and nationally (overall satisfaction, keeping tenants informed, participation, quality of home, neighbourhood management and value for money).
- 3.8 Two satisfaction measures are lower than the peer and national group average (satisfaction with home when moving in and repairs). Both of these areas are the subject of ongoing improvement work (PPRC report dated 29 September 2015 details the repairs improvement work).
- 3.9 81.6% of East Lothian Council's stock met the Scottish Housing Quality Standard by 31st March 2015, with 7.4% failing. Exemptions account for 6.1% and abeyances 4.9%. Exemptions generally occur where the work cannot be done for technical, disproportionate cost or legal reasons. Abeyances generally occur for social reasons i.e. where owners refuse to pay their share. The Council is on track to have no fails by the end of 2015/16 and is re-visiting all exemptions and abeyances.
- 3.10 The Council is also working hard to meet the new Energy Efficiency Standard for Social Housing (EESH) by 2020, which aims to improve the energy efficiency of all social housing in Scotland through a range of measures including boiler replacements, insulation, new technology etc. It will help to reduce energy consumption, fuel poverty and emission of

greenhouse gases. The Council will be undertaking further survey work to meet this target.

- 3.11 The Council's new build activity has resulted in 6% of the overall stock being designated as new build as against the national average of 2% for local authorities. The new build programme continues with another 132 new council houses to be delivered over 2015/16 and 2016/17.
- 3.12 Day to day repairs performance, although at the lower end of the peer group and nationally, continues to improve. Committee has had a separate update on repairs performance (PPRC report dated 29 September 2015).
- 3.13 Given that East Lothian remains a severely pressured housing area with high demand, together with high tenancy sustainment levels (ELC is a high performer in its peer group and nationally), turnover of Council stock is below the peer group and national average.
- 3.14 Council housing offer refusal rates have moved from around the national average of 45% to 30%, principally as a result of recent changes in the allocations policy (which placed restrictions on the number of offers, which can be refused to help get people re-housed more quickly).
- 3.15 Lets to homeless applicants are lower than the national and peer group averages but again the Council has taken action to address this (Allocations Target Cabinet Report dated 20 October 2015).
- 3.16 East Lothian Council's rents continue to be the second lowest in the country amongst local authorities although the Council's recent percentage rent increases have been higher than its peers and nationally.
- 3.17 Rent collection performance has improved by 1.3% and is now sitting above the national average. Current rent arrears have also reduced and continue to do so as the Council undertakes improvement work in this area (see PPRC report dated 25 November 2014).
- 3.18 Although re-let times have increased by four days (from 16 to 20), the Council continues to be one of the best performers in the country with current year performance operating at similar levels. Work is ongoing to improve the condition of properties when new tenants move in e.g. more decoration.

4 POLICY IMPLICATIONS

- 4.1 The delivery of the report meets the Council's regulatory requirements. Performance as stated in the report is generally good and supports the Council's strategic objectives as outlined in the Council Plan and Single Outcome Agreement. Improvement work is underway to tackle areas where performance needs to be better.

5 COMBINED IMPACT ASSESSMENT

5.1 A Combined Impact Assessment is not applicable for this report.

6 RESOURCE IMPLICATIONS

6.1 Financial – None.

6.2 Personnel – None.

6.3 Other – None.

7 BACKGROUND PAPERS

7.1 Appendix 1 – 2014/15 ELC Landlord’s Performance Report to Tenants

7.2 Appendix 2 – Powerpoint presentation to PPRC January 2016

7.3 PPRC Report – Council Housing Repairs Update – September 2015

7.4 Cabinet Report – Council House Allocations Targets for 2015/16 – October 2015

AUTHOR’S NAME	Tom Shearer
DESIGNATION	Head of Communities and Partnerships
CONTACT INFO	James Coutts x7483
DATE	January 2016

2014/15

LANDLORD PERFORMANCE REPORT TO TENANTS



FOREWORD

Welcome to East Lothian Council's 2015 Landlord Report which lets you know how we are performing. I would like to thank all of those involved in producing this report which is the result of a huge amount of hard work by council staff who strive to deliver the best possible landlord service to you, our tenants. I'd also like to acknowledge the important contribution your tenant representatives from East Lothian Tenants and Residents Panel (ELTRP) have made in helping shape the content and design of the report. We received great feedback on last year's Landlord Report, our first, and we've taken on board comments received to improve the appearance of this year's report. We hope you like it and would again welcome any comments you have – please use the feedback slip enclosed or the number provided on the back page.

I hope you can see from this year's Landlord Report that East Lothian Council take your views seriously as we strive to provide you with an excellent service. I would urge you to keep completing the satisfaction and feedback forms - we do read these and it's good to know when we get things right and also learn when things don't go to plan, to ensure our landlord service is the best it can be.



Monica Patterson
Depute Chief Executive
Partnerships & Community Services



Councillor Norman Hampshire
Spokesperson for
Housing & Environment

WELCOME & CONTENTS

Hello and welcome to the second Landlord's Report to Tenants. The excellent partnership that East Lothian Tenants and Residents Panel (ELTRP) have with East Lothian Council continues to go from strength to strength. Over the past year tenants have been involved in a whole variety of activities, meetings and events to ensure that tenants' voices are at the forefront of decision making. It has been a busy year for tenants in helping to develop and shape tenant scrutiny. Overall three scrutiny activities have taken place including a mystery shopping pilot project, a desk top audit of allocations and improvements to the estate inspection process.

It is important that tenants have the opportunity to hold their landlord to account and be involved in assessing their performance. This report gives you the information on how well East Lothian Council is performing and tenants should take this opportunity to read the report and provide feedback on what they thought of it and, indeed, what they would like to see in future reports.

I would like to thank all the tenants and residents in East Lothian for their valuable contribution to tenant participation and their involvement in all our events and activities.



Mark Ormiston
Chairperson
East Lothian Tenants and Residents Panel

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Contact information	24

CONTEXTUAL INFORMATION

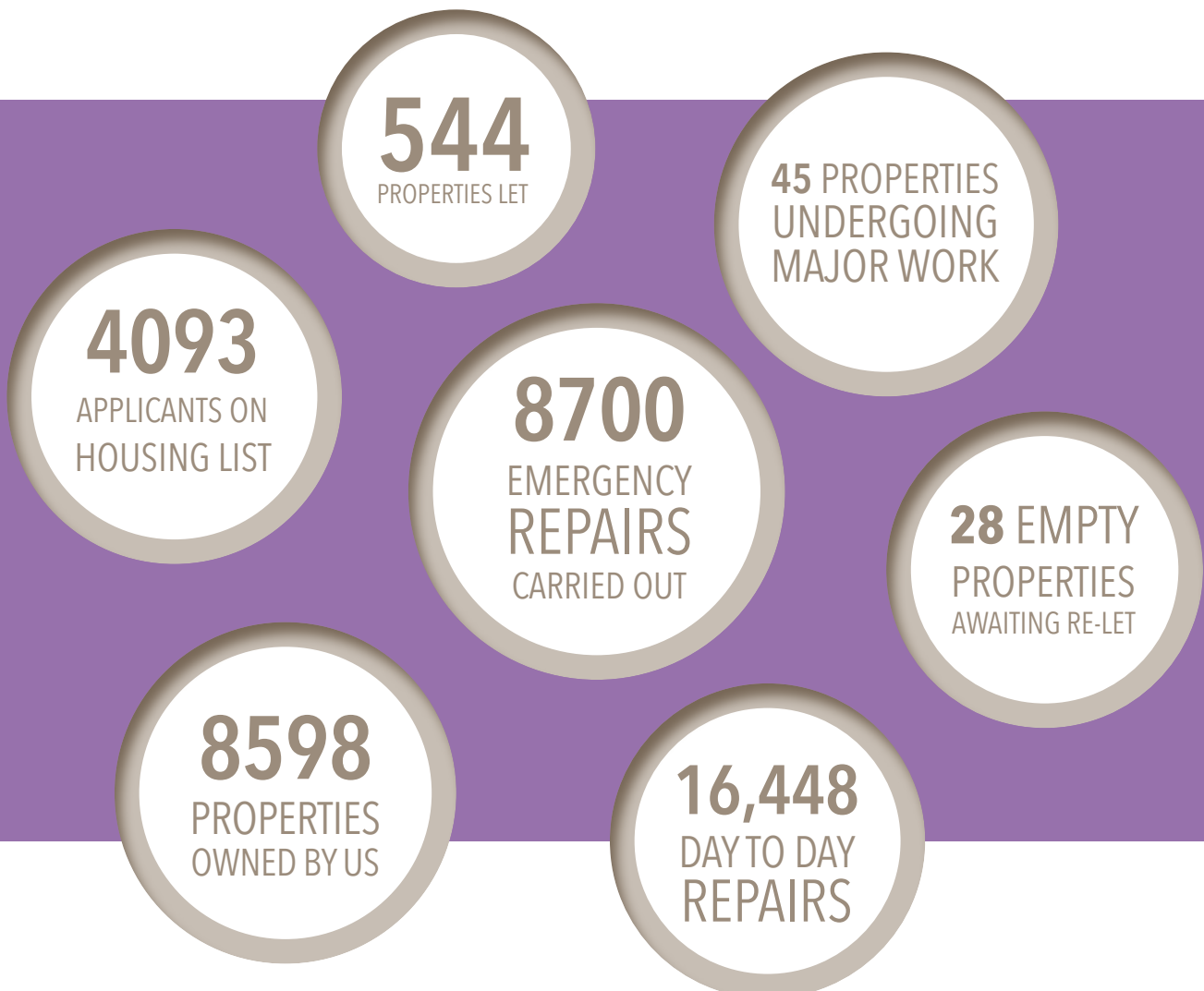
KEY FACTS

This report shows that East Lothian Council continues to deliver a good landlord service to its tenants. There is however, still room for improvement and this report, combined with feedback from tenants during the year helps us prioritise our improvement work.

There are various challenges for the council as a landlord, including an increasing and ageing population, homelessness, growing demand for affordable housing, welfare reform and social deprivation. These factors all continue to place heavy demands on the housing service.

As your landlord we are well placed to respond to these challenges, but we can only do this with your help. It is essential that we maximise rental income to pay for day-to-day services and considerable effort has been made to improve rent income collection. We encourage our tenants to get involved in shaping the services we deliver for example, by reading this report, filling in a survey form or getting involved with your local tenants and residents group.

SOME FACTS ABOUT OUR HOUSING SERVICE AS 31ST MARCH 2015...



THE REPORT AND RESULTS...



Landlord Report Working Group

The Social Housing Charter was introduced in 2013 and sets out clear indicators for the level of service tenants can expect from their landlord in return for the rent paid, under the terms of the tenancy agreement. The new Charter has certainly focussed everyone's minds on ensuring every effort is made to continually improve our service standards. In our first Landlord Report, published last autumn, we identified rent arrears and repairs as key areas for improvement and over the past year there has been a huge amount of effort put into improving these areas; as you will see from this year's report this effort is beginning to show rewards as improvements in both have been reported. We can report a reduction in rent arrears, at a time when most social landlords are reporting an increase. The Council's 'Pay to Stay' campaign has been promoted widely to encourage tenants to seek assistance and avoid falling into rent arrears and potentially losing their tenancy.

A Repairs Improvement Group has been reviewing our processes and introduced a number of changes which have contributed to improved services, including increasing the number of inspection appointments available which has helped get repairs completed sooner.

Looking ahead, another area we need to focus on improving is the condition of our properties at the start of a new tenancy. We are very proud of our performance on turning much needed houses around quickly, indeed East Lothian Council is one of the top performers in Scotland. However we recognise that some more work is required to review our 'void standard' and improve new tenants' satisfaction. We understand that a new tenancy is important to both the tenant and landlord and we want to get this off to a good start.

2014/15 KEY HIGHLIGHTS

- DELIVERED 61 NEW BUILD PROPERTIES
- IMPROVED RENT ARREARS PERFORMANCE
- IMPROVED REPAIRS PERFORMANCE
- INCREASE IN PROPERTIES MEETING SCOTTISH HOUSING QUALITY STANDARD
- IMPLEMENTED ESTATE INSPECTION REVIEW
- 20 PROPERTIES ACQUIRED THROUGH OPEN MARKET ACQUISITION
- CARRIED OUT 60 MAJOR ADAPTATIONS TO HELP THOSE WITH MOBILITY ISSUES
- TENANCY SUPPORT SERVICE IMPROVED TENANCY SUSTAINMENT
- INCREASED TENANT SCRUTINY ACTIVITY TO HELP IMPROVE SERVICES
- SHELTERED HOUSING SERVICE ACHIEVED HIGH SATISFACTION LEVELS
- HIGH PERFORMANCE IN VOID TURNAROUND TIMES

ACCESS TO HOUSING AND SUPPORT

Demand for social rented property in East Lothian is extremely high. There were over 4093 applicants on our housing list as at 31st March 2015. During last year, 544 properties were re-let. This low turnover (6%) means we cannot meet all demand for council housing. We continue to invest in building new homes as well as providing housing options advice to customers to try to help them secure a home, either with the council or another provider.

WHO WE RE-LET PROPERTIES TO:	EXISTING TENANTS (TRANSFERS)	182
	HOUSING LIST APPLICANTS	161
	HOMELESS APPLICANTS	201
	TOTAL	544



East Lothian Council Tenant

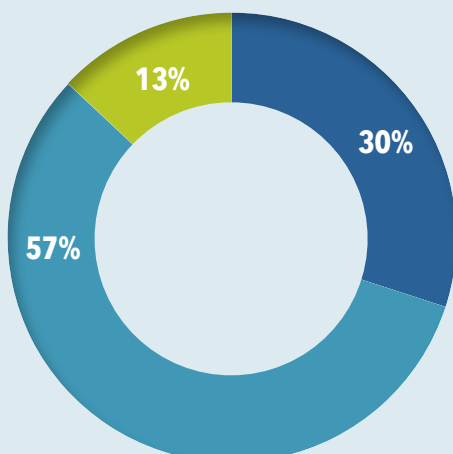
Homelessness in East Lothian

Under the homelessness legislation local authorities have a statutory requirement to provide temporary accommodation to homeless applicants during the homelessness assessment process. During 2014/15 774 applicants were assessed under the homeless legislation. The council accommodated 297 applicants and families in temporary accommodation and 339 as emergencies into bed and breakfast accommodation. The service also dealt with around 800 housing options and advice enquiries.

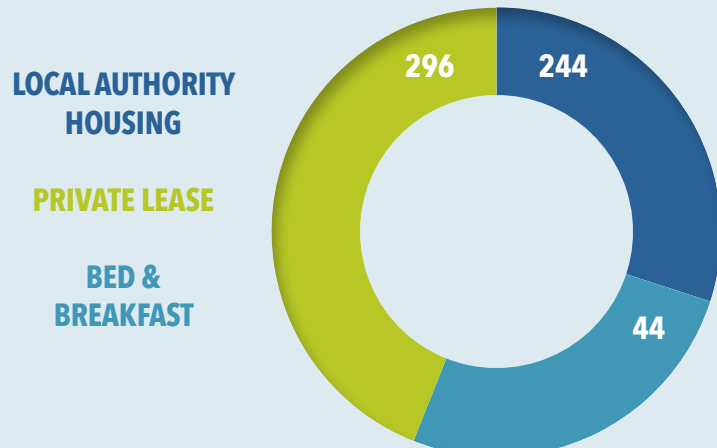
If an applicant is assessed as being unintentionally homeless we have a duty to secure settled accommodation, for example, with the local authority or housing association. **536 applicants were assessed as re-housing priorities in 2014/15.**

On average it can take nine months per applicant to secure settled accommodation because of the shortage of housing. Single applicants may have to wait considerably longer as there is a shortage of one bedroom properties.

TYPES OF TEMPORARY ACCOMMODATION PROVIDED



AVERAGE DAYS SPENT IN TEMPORARY ACCOMMODATION

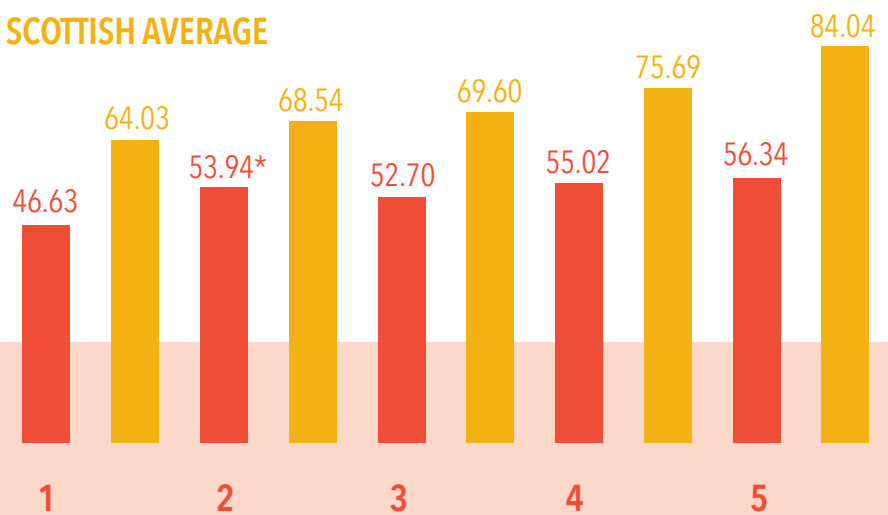


VALUE FOR MONEY, RENTS AND SERVICE CHARGES

Each year, we consult with our tenants on the proposal to increase rents and this is generally considered to provide good value for money. Last year we gave tenants a number of options for a rent increase that would allow more investment in the capital programme. The most popular choice for 2015/16 was an increase of 5%.

AVERAGE WEEKLY RENT (£s)

EAST LOTHIAN COUNCIL
SCOTTISH AVERAGE



HOUSE SIZE (APARTMENT)

**The average rent for 2 apartments is higher due to the number of sheltered housing properties in this category which have an additional service charge.*



Rotary Court, Dunbar



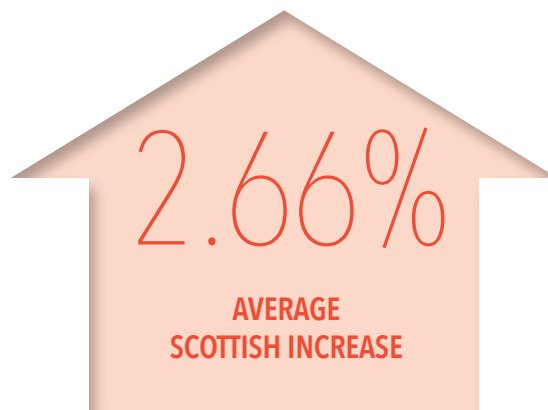
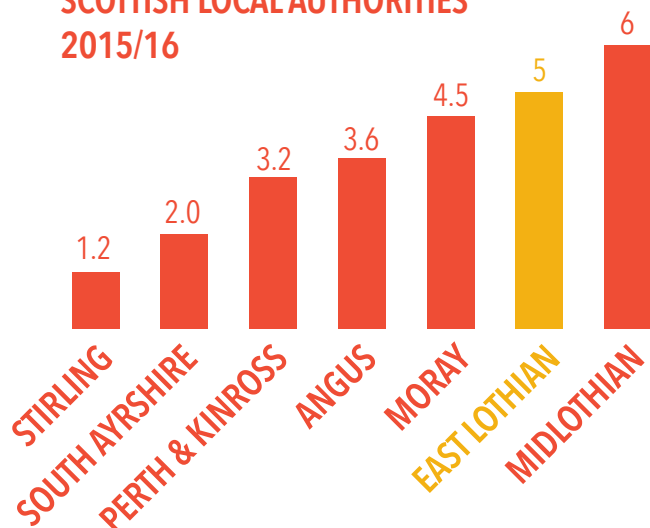
Local Initiative Playpark



**OF TENANTS FEEL THE RENT FOR
THEIR PROPERTY REPRESENTS
GOOD VALUE FOR MONEY**

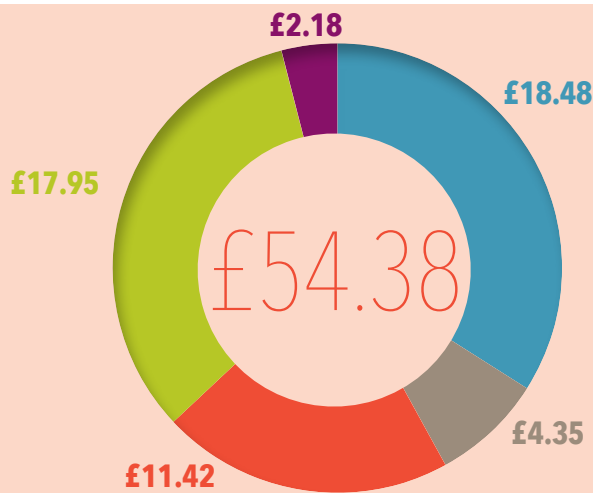
In 2014, we consulted tenants about the rent increase for 2015/16. For the first time we offered a range of percentage increases to tenants ranging from 4.3% up to 6%. The majority of tenants selected the option of a 5% increase and identified their top spending priorities as providing more council homes; increasing bathroom upgrades and improving the repairs service.

**% RENT INCREASE
SCOTTISH LOCAL AUTHORITIES
2015/16**



HOW RENT IS SPENT

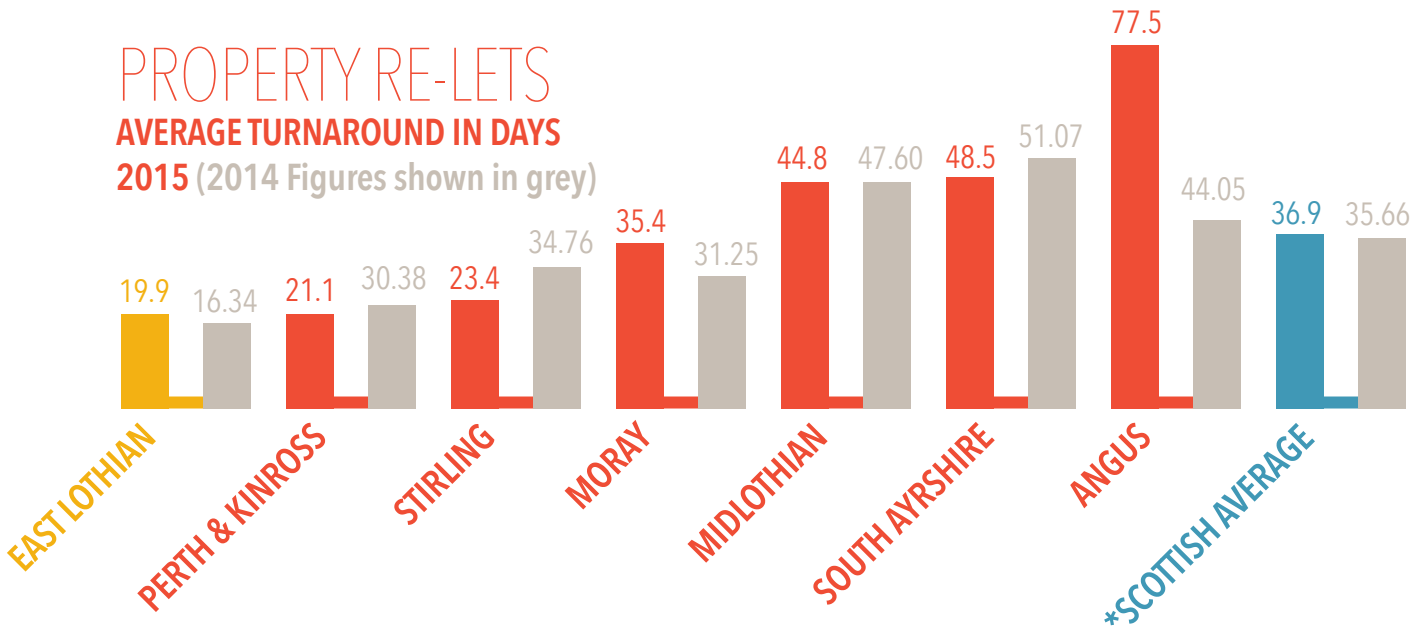
BASED ON 2015/16 AVERAGE WEEKLY RENT



- EMPLOYEE COSTS** Salaries and associated costs of those delivering landlord services to tenants.
- OPERATING COSTS** Information Technology systems and equipment, accommodation costs and service running cost.
- REPAIR & MAINTENANCE** All costs associated with maintaining and improving our properties.
- VOIDS & BAD DEBTS** Money that can't be recovered such as rent loss due to houses being vacant or chasing debt that is uneconomical to recover.
- LOAN CHARGES** These are the payments the council makes to the Public Works Loan Board for the finance it has borrowed to deliver its capital investment plans, principally for the modernisation of existing stock and the delivery of new council houses.

MINIMISING RENT LOST DUE TO PROPERTIES BEING EMPTY

We need to turnaround properties quickly so that we can meet housing demand and minimise rent lost due to properties being empty.



SCOTTISH AVERAGE is based on returns for all Local Authorities and Registered Social Landlords in Scotland.

We are one of the highest performing local authorities in this area. A number of factors have increased our re-let times over the past year, including an increase in properties being handed back in poor condition and requiring more repairs.

Whilst our voids turnaround time continues to be low, we realise that the new tenant satisfaction rates need to improve. As such we are dedicating a resource to liaise with new customers to ensure that post-occupancy repairs are carried out as soon as possible after moving in. We are also dedicating a resource to oversee **major work voids** to ensure better coordination between various trades and contractors.



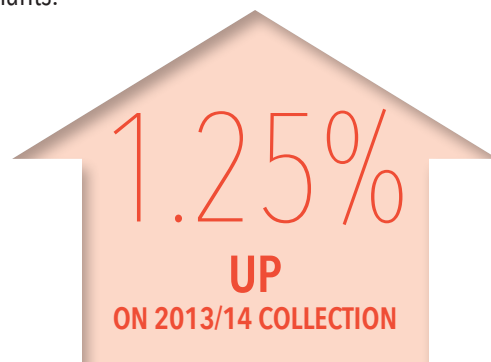
The amount of void rent loss depends on the number of properties becoming empty. The slight increase in the number of days to re-let properties this year will also have had an impact on the void rent loss figure.

ABOUT RENT COLLECTION

The Rent Income Team aims to maximise rental income and manage rent arrears to ensure we have the finances available to continue to deliver quality housing services to tenants.

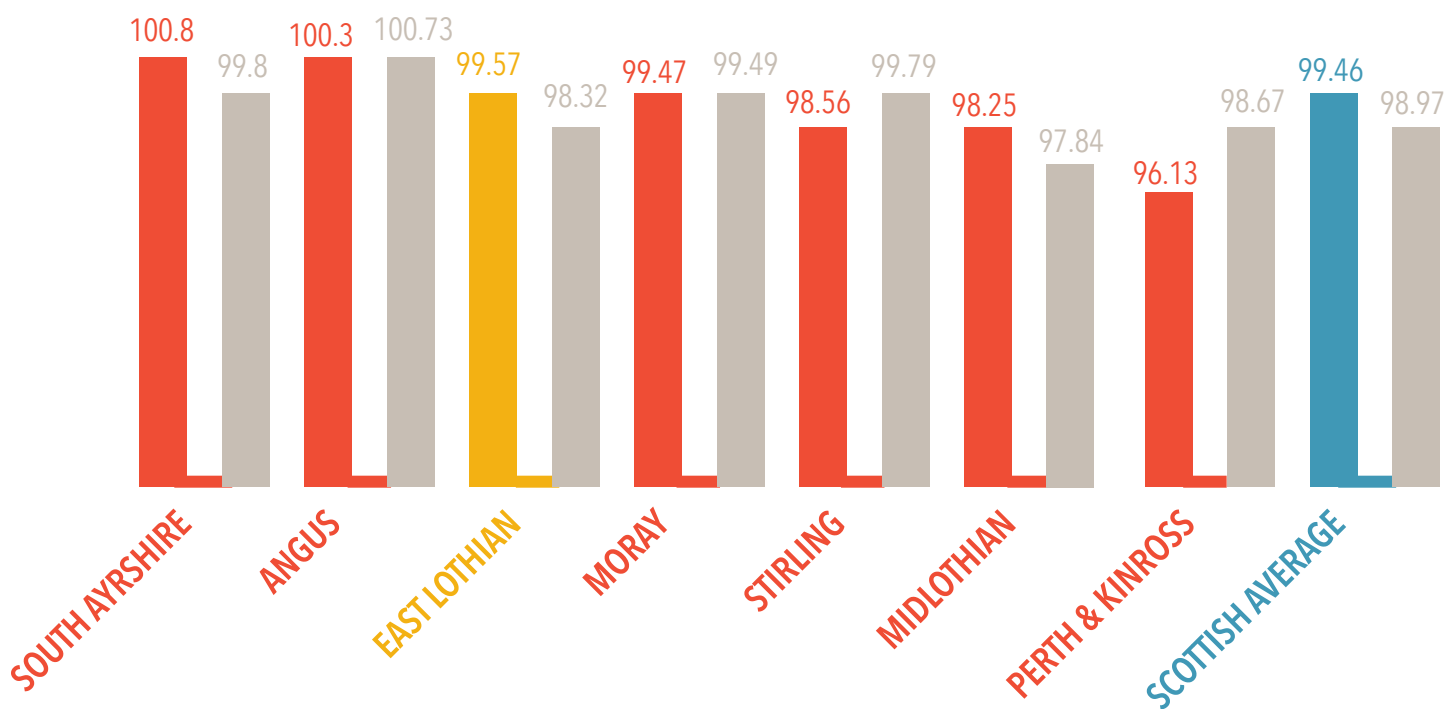
2014/15 RENT DUE: £23,183,952 RENT COLLECTED: £23,083,156

East Lothian Council was the 9th top collecting Scottish Local Authority out of 25 in 2014/15 - up from the 18th spot in the previous period.



% RENT COLLECTED OF RENT DUE

2015 (2014 Figures shown in grey)



You will see from the graph above that some Local Authorities collected more than 100% in 2014/15. This is possible if they collected a higher portion of their outstanding arrears in the current year.

RENT ARREARS TRENDS

Rent arrears increased in 17 Scottish Local Authorities in 2014/15.

East Lothian Council reduced rent arrears along with 7 other Scottish Local Authorities.

HOW TO PREVENT RENT ARREARS AND GET THE HELP YOU NEED

If you are having problems paying your rent or want to speak to someone about rent arrears, the Rent Income Team at East Lothian Council can help you.

Don't be afraid to ask for help and don't delay. Friendly and experienced Rent Income Officers are available to deal with your concerns confidentially and sensitively and will make sure you get the help you need.

A RENT INCOME OFFICER WILL

- MAKE SURE YOU ARE RECEIVING ALL BENEFITS YOU MAY BE ENTITLED TO
- HELP YOU TO COMPLETE APPLICATION FORMS
- REFER YOU TO OTHER AGENCIES FOR A FINANCIAL ASSESSMENT IF YOU HAVE MULTIPLE DEBTS
- IF YOU ARE UNABLE TO PAY YOUR RENT ARREARS IN FULL, A RENT INCOME OFFICER MAY DISCUSS AN AFFORDABLE REPAYMENT ARRANGEMENT WITH YOU

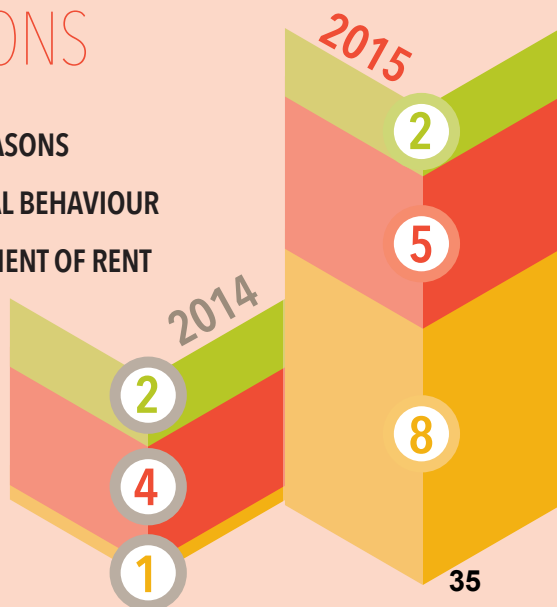


WHAT HAPPENS IF YOU DON'T PAY YOUR RENT



EVICTIIONS

- OTHER REASONS
- ANTISOCIAL BEHAVIOUR
- NON-PAYMENT OF RENT



If you have rent arrears or are concerned about paying your rent, don't delay. Contact the Rent Income Team now on **01620 827528** or email rentincome@eastlothian.gov.uk

You don't have to deal with this alone.

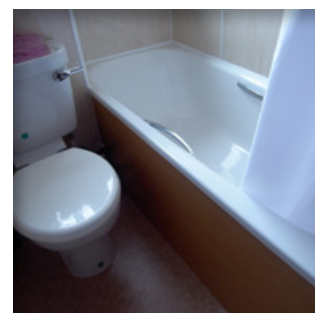
REPAIRS, MAINTENANCE AND HOUSING QUALITY



As part of our rent consultation last year, we asked tenants whether we should increase rents by more than 4.3%. Of those responding, 65% of tenants said that we should and the favoured option was to increase rents by 5%.

YOU TOLD US YOUR TOP THREE SPENDING PRIORITIES WERE:

- PROVISION OF MORE COUNCIL HOUSES
- BATHROOM UPGRADES
- IMPROVED REPAIRS SERVICE



MODERNISATION PROGRAMME

81.6% of our properties currently meet the Scottish Housing Quality Standard (SHQS*) and we will be investing £10,150,000 in modernisation work in 15/16. A further 10.9% of properties have either an exemption or an abeyance. This might be because we are unable to carry out required work as it is not financially viable to do so or in some cases tenants refuse upgrade work for personal reasons. Over the last year we have delivered the following improvements:

454 Kitchen replacements 262 Bathroom replacements 262 Rewires 106 Full external house paints

** SHQS is a set of five broad housing criteria which must be met in order for the property to pass.*



ENERGY EFFICIENCY

We have invested in improving central heating systems and insulation to help make our properties cheaper to heat. **96.9% of properties were found to be at or above the National Home Energy Rating (NHER)** compared to 94.6% last year.

NEW BUILD & INVESTMENT PROGRAMME

We continue to invest in new homes, delivering 61 in 2014/15 with a further 72 planned over the next 12-18 months:



ADAPTATIONS

Over the last year we invested £386,164 to deliver **60 major adaptations** and **679 minor adaptations*** to meet the needs of our tenants with mobility issues. The major adaptations that we deliver can make a huge difference to **improving the quality of life and enhancing safe, independent, living** for the tenants involved.

On average we take **19.4 days to complete** an adaptation, however, major adaptations can take a much longer time to complete depending on the requirements.

The responses to our Satisfaction Survey confirm an overall **satisfaction rate of 94%**.

** Typical example of a minor adaptation is a grab rail.*

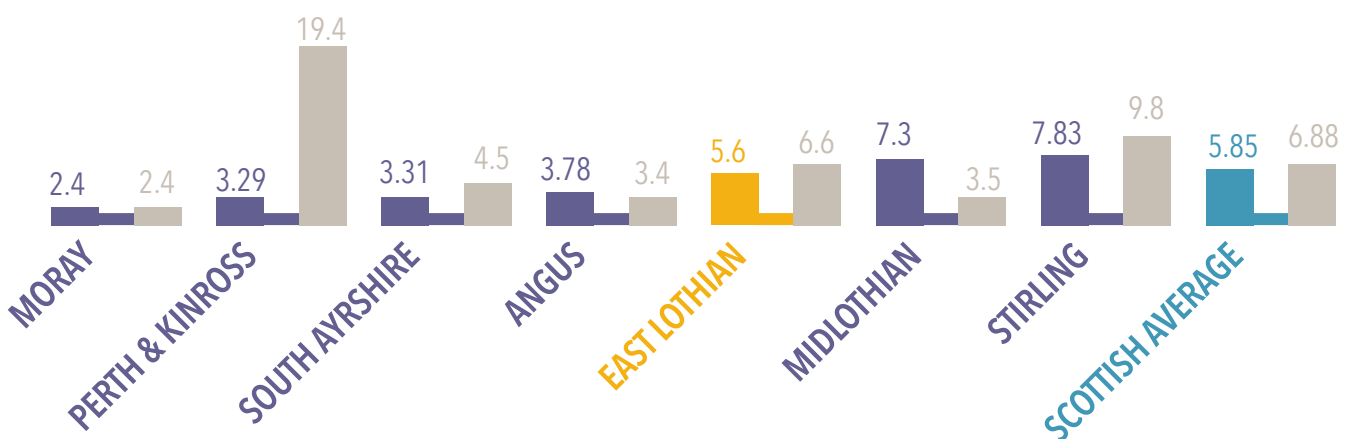
REPAIR & MAINTENANCE HEADLINES

- 5.6 HOURS WAS THE AVERAGE TIME THAT WE TOOK TO COMPLETE AN EMERGENCY REPAIR
- 14.81 DAYS WAS THE AVERAGE TIME THAT WE TOOK TO COMPLETE NON-EMERGENCY REPAIRS
- 100% OF GAS SAFETY INSPECTIONS THAT WERE CARRIED OUT WERE COMPLETED WITHIN 12 MONTHS OF THE PREVIOUS INSPECTION
- 96.4 % OF REPAIRS APPOINTMENTS WERE KEPT
- 82% OF DAY TO DAY REPAIRS WERE COMPLETED RIGHT FIRST TIME

8700
EMERGENCY
REPAIRS
CARRIED OUT

EMERGENCY REPAIR TIMES

AVERAGE TURNAROUND IN HOURS
2015 (2014 Figures shown in grey)

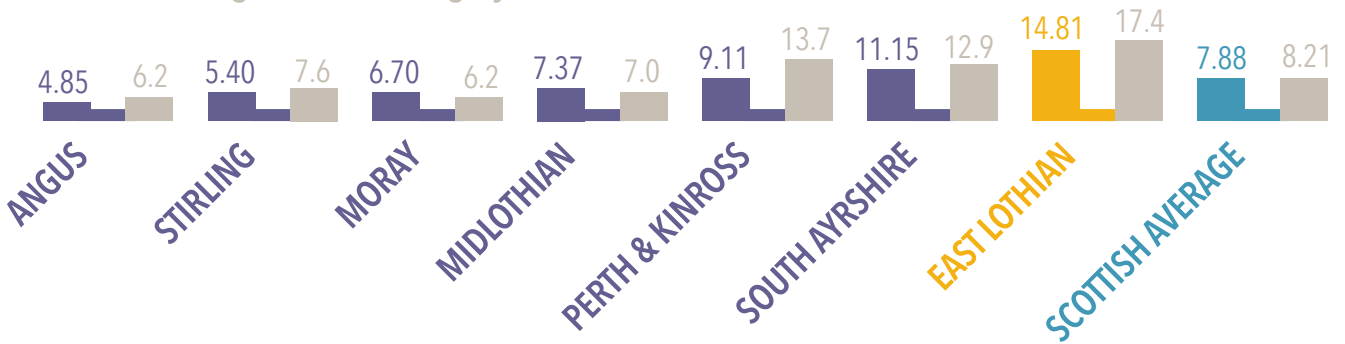


We are pleased to report an improvement in this area with emergency repairs being completed, on average, **1 hour quicker** than they were in the last financial year.

DAY TO DAY REPAIRS

AVERAGE TURNAROUND IN DAYS

2015 (2014 Figures shown in grey)



16,448
DAY TO DAY REPAIRS

We are pleased to report an improvement in this area with day to day repairs being completed, on average, 2.5 days quicker than last year.

85%

OF TENANTS SAID THEY WERE SATISFIED WITH THE REPAIRS & MAINTENANCE SERVICE

WHAT WE ARE DOING NOW

We have recently re-structured our Property Maintenance Service, with the Social Housing Charter very much at the heart of the new arrangements.

While we have made an improvement on the time taken to turn around non-emergency repairs, we realise that this is an important measure for our tenants. Therefore, we are continuing to focus on this measure by recruiting dedicated trade-based supervisors and investing in new technology to ensure we are continually improving the efficiency of this area.

Our level of customer satisfaction is high, but we need to make sure that all customer feedback is considered and we learn from those cases where things do not go to plan. Therefore, we will regularly analyse feedback to consider how to improve service delivery.



New tenants, Victoria Park Haddington



TENANT SATISFACTION

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. This included questions about more than just the eight indicators which we must report on for the Charter. As a requirement of the Charter we must renew this survey every three years. We carried out surveys with our sheltered housing tenants and gypsy travellers early in 2015, we are currently analysing the results to identify and prioritise improvement activity. The results from these surveys are detailed below:

I AM SATISFIED WITH	2013 ALL TENANTS	2015 SHELTERED HOUSING TENANTS	2015 GYPSY TRAVELLERS
OVERALL SERVICES PROVIDED	84%	89%	86%
KEEPING TENANTS INFORMED	89%	87%	100%
OPPORTUNITIES TO PARTICIPATE	77%	78%	100%
STANDARD OF HOME ON MOVING IN (WITHIN LAST YEAR)	68%	71%	86% (PITCH)
HOUSING QUALITY	86%	93%	71% (PITCH)
REPAIRS SERVICE (WITHIN LAST YEAR)	85%	83%	75%
NEIGHBOURHOOD MANAGEMENT	89%	85%	71%
RENT VALUE FOR MONEY	89%	83%	71%

YOU SAID

WE DID/ARE DOING

WE TAKE TOO LONG TO CARRY OUT DAY-TO-DAY REPAIRS

We have reduced the average number of days it takes us to complete a repair in the last year. However, we consider this a priority and are in the process of changing the way we work to help reduce this time further.

32% OF TENANTS ARE UNHAPPY WITH STANDARD OF HOME ON MOVING IN

We ran a focus group to try to identify in more detail the reasons for dissatisfaction. We would now like to carry out a full review of our voids process during 2015.

SOME ASPECTS OF ESTATE INSPECTION WEREN'T WORKING

A new process has been developed and recently implemented through joint working between staff and tenant representatives. We are monitoring this closely and will report back later in the year on how successful it has been.

YOU HAD DIFFICULTIES WITH THE COUNCIL'S TELEPHONE SYSTEM

Recommendations have been made, some of which have already been implemented to improve this.

INCONSISTENCIES FOUND BETWEEN ONLINE AND PRINTED INFORMATION

A full review of the website is being planned. In the meantime, we have reviewed some of our allocations literature to address these inconsistencies.

COMMENTS AND COMPLAINTS

East Lothian Council welcomes comments, complaints and compliments about its services. Our complaints procedure aims to **get it right first time**, to be simple to follow and easily understood. It complies with the Model Local Authority Complaints Handling Procedure developed by the Scottish Public Services Ombudsman (SPSO) and local government complaints handling experts. It has two stages:

STAGE 1 – FRONTLINE RESOLUTION

The aim is to resolve complaints quickly and as close to the point of service as possible.

This could be an on-the-spot apology, an explanation if something has clearly gone wrong and/or immediate action to resolve a problem if we are able to.

Target – within 5 working days

STAGE 2 - INVESTIGATION

This stage deals with complaints that are complex and require investigation, as well as issues that we have been unable to successfully resolve at Stage 1.

Target – acknowledged within 3 working days and responded to within 20 working days

If someone remains unhappy after they have completed our complaints procedure, they have a legal right to be able to refer their complaint to the SPSO, which is the final stage for complaints about most organisations providing public services in Scotland.

East Lothian Council receives around 950 complaints each year across all its services. Landlord Services complaints ranged from how we allocate properties to how housing repairs had been dealt with. We also receive positive feedback from tenants and for the year 2014/15 we received 54 compliments about our housing services.

HOUSING COMPLAINTS

AND THEIR OUTCOMES

2015

COMPLAINTS	STAGE 1	STAGE 2
Total Number received	181	119
Number carried forward from previous year	2	3
Responded to in full	183 (100%)	119 (98%)
OUTCOMES	STAGE 1	STAGE 2
Complaint upheld	71 (38.8%)	28 (23.5%)
Complaint partially upheld	52 (28.4%)	28 (23.5%)
Complaint not upheld	60 (32.8%)	63 (53%)

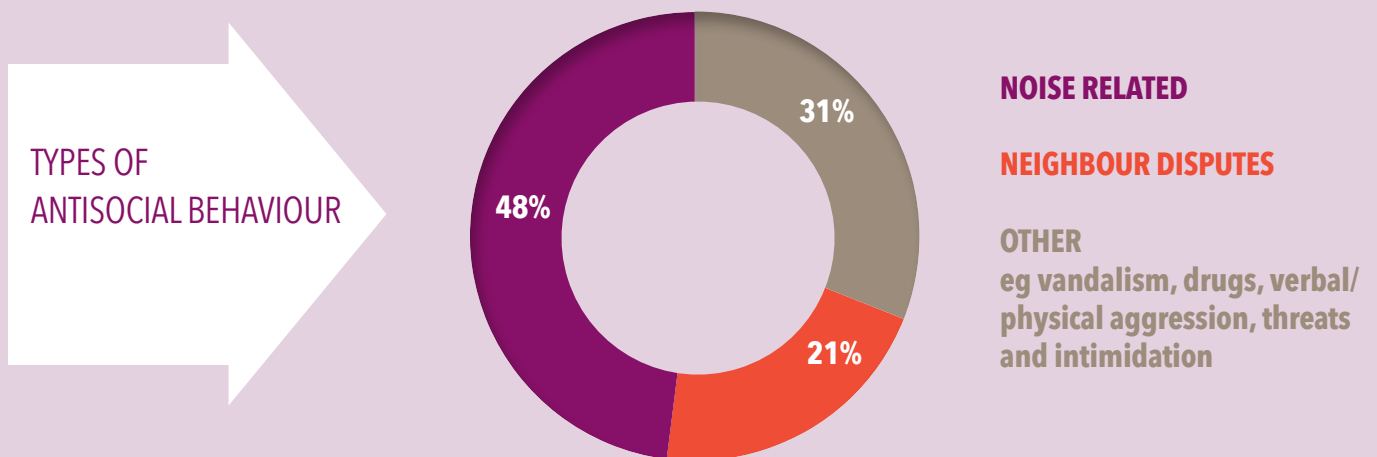
ANTISOCIAL BEHAVIOUR AND TENANCY SUSTAINMENT

ANTISOCIAL BEHAVIOUR



This encompasses a whole range of behaviour from neighbour disputes over noise or parking to physical violence and drug dealing. The council has developed a very robust Antisocial Behaviour Policy with its partners that applies to all residents of East Lothian. It is good to note that the number of reported incidents of antisocial behaviour is declining in East Lothian. The council has developed a preventative approach to dealing with antisocial behaviour and uses a range of interventions to deal with those who perpetrate such behaviour. Representatives from East Lothian Tenants and Residents Panel are involved in the formulation of policy and strategy in this area.

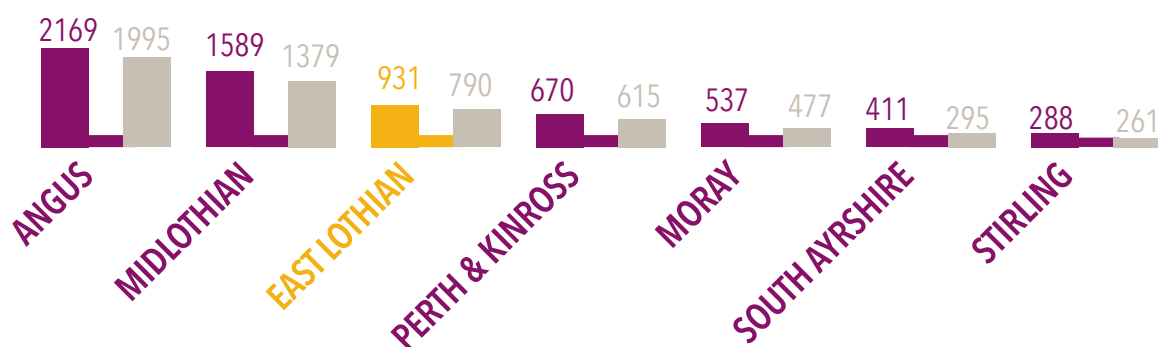
We are currently implementing a new I.T. system which will allow us to report in more detail in the future on the types of anti-social behaviour. The chart provides a breakdown of the most common types during 2014/15.



ANTISOCIAL BEHAVIOUR

NUMBER OF CASES

2015 (2014 Figures shown in grey)



84.8% of cases reported within East Lothian were resolved within the locally agreed target times.

TENANCY SUSTAINMENT

Tenancy sustainment is historically very high in East Lothian, in part due to the high demand for affordable housing. The graph below splits sustainment by the source of let, for example, existing tenants who have transferred, homeless clients and housing list applicants.

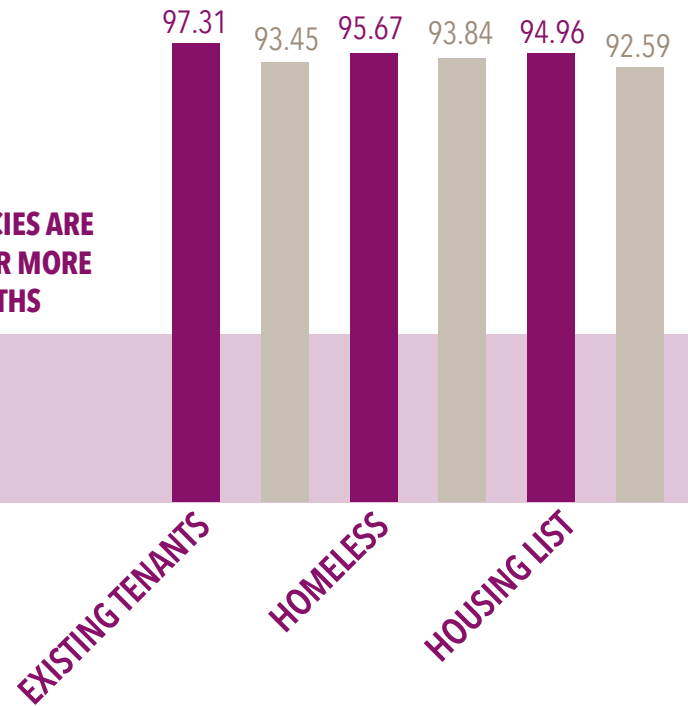
% TENANCIES SUSTAINED

FOR 12 MONTHS OR MORE

2015 (2014 Figures shown in grey)



OF ALL TENANCIES ARE SUSTAINED FOR MORE THAN 12 MONTHS



Rotary Court, Dunbar



New Housing Development, Musselburgh

SHELTERED HOUSING



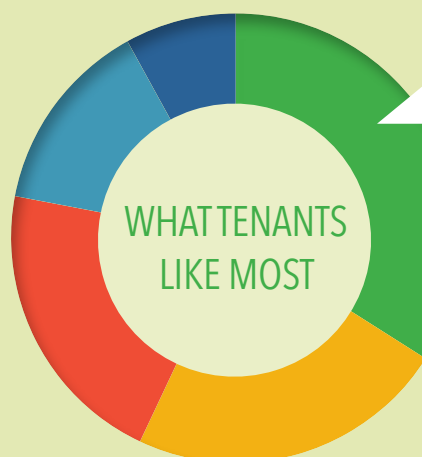
The Council manages four sheltered housing complexes in East Lothian:

- Brunton Court, Musselburgh
- Osborne/Winton Court, Cockenzie
- Mansfield Court, Musselburgh
- Well Wynd, Tranent

Facilities vary between locations but we aim to make sure that all of our sheltered housing complexes offer the same basic services, for example, communal lounge, laundry facilities.

Earlier this year we completed face to face surveys with **74% of our sheltered housing tenants**. The survey included the standard charter indicators as well as specific questions for sheltered housing tenants. The results were very favourable with an **overall satisfaction level of 89%**. We have since visited each complex to feedback to tenants and ask them for ideas on how we can further improve the service. This information will now be fed back to managers to consider how we take these suggestions forward.

SATISFACTION WITH HOUSING SUPPORT STAFF PERFORMANCE



HELP & SUPPORT ON HAND 34%

COMPANY OF STAFF & RESIDENTS 23%

SECURITY 21%

ACCESSIBLE LIVING 14%

SOCIAL ACTIVITIES 8%



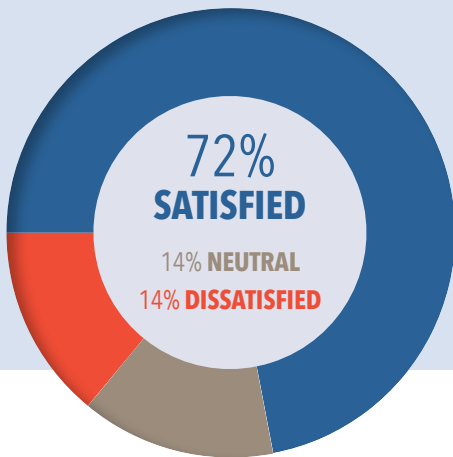
Local Area Initiative, Brunton Court, Musselburgh

GYPSY TRAVELLERS

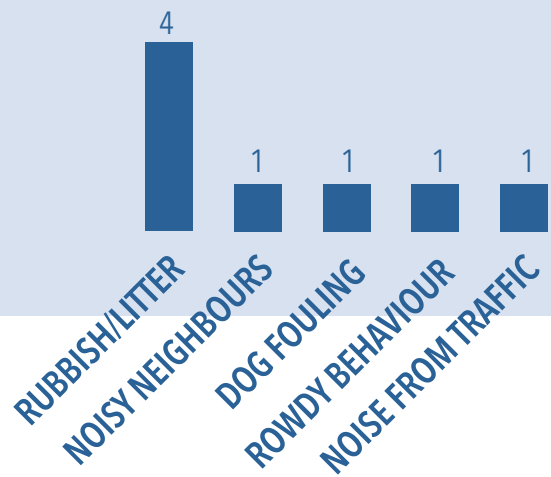
East Lothian Council and Midlothian Council, operate a site for Gypsy Travellers at Whitecraig (between Musselburgh and Dalkeith). East Lothian Council manages the site on behalf of both authorities.

Last year we did not complete indicators for the Charter as the travellers were off site whilst improvement works were carried out. After the work was completed, we conducted a satisfaction survey with tenants on site to allow us to report satisfaction levels in line with the Charter requirements . The following chart shows that 72% of tenants on site were satisfied with the management of the site, this equates to 5 tenants with 1 person neither satisfied or dissatisfied, and 1 person being fairly dissatisfied. We will now be looking at all the information collected in the survey to try to identify any areas for improvement.

SATISFACTION WITH LANDLORDS MANAGEMENT OF SITE



ISSUES IDENTIFIED BY TENANTS ON SITE 2015/16



Travelling persons site near Whitecraig



Travelling Persons Site Manager

COMMUNICATION & PARTICIPATION

COMMUNICATION

Our tenants have told us how important they value communication and through our tenant satisfaction survey 89% of tenants thought the council were very good or fairly good at keeping them informed. One of the ways we communicate with our tenants is through the **Homefront** magazine. The council works in partnership with **East Lothian Tenants and Residents Panel** to produce this on a quarterly basis.

PARTICIPATION

Effective participation leads to better and more responsive management and this helps to inform decisions about improving service delivery and providing value for money. The aim of tenant participation is to improve housing conditions and housing services. There are a number of ways tenants can participate in East Lothian ranging from joining a local tenants and residents group, taking part in a consultation event or completing a questionnaire.



Over the last year, the council has been working in partnership with East Lothian Tenants and Residents Panel to develop more ways for people to become involved, including developing **tenant scrutiny**.

Scrutiny is 'Landlord self-assessment and customer involvement in the assessment and review of housing services'.

Tenant scrutiny gives tenants:

- greater influence and ability to hold their landlord to account
- opportunity to exercise power over business decisions, governance and performance



Estate inspection



Tenant scrutiny training

Three specific scrutiny activities have been developed and implemented over the last year. These included:

DESKTOP AUDIT

This was an audit of all the public information that the council publishes on its Allocations Policy and also the information on the council website. The purpose of an audit is to look at all the relevant documents, such as the Allocations Policy, housing application form and information leaflets in relation to the policy.

*Easy to work around – time passed really quickly.
Desktop auditor*

The report was very positively received by senior managers and all of the recommendations apart from one were taken on board.

REVIEW OF THE ESTATE INSPECTIONS PROCESS

A group was set up consisting of ELTRP members along with housing officers from East Lothian Council to review the estate inspection process. After months of detailed work, the group went on to make a number of recommendations.

An action plan has now been formulated to take forward each of the recommendations

*I really enjoyed being part of the group and look forward to working in partnership with ELC and celebrating the success of the new estate inspection process.
Estate Inspection Group member*

A MYSTERY SHOPPING PILOT

Some tenants reported they were having problems with the council's automated telephone system, the project focussed on communication and involved a number of telephone calls and visits to council offices.

All the shoppers reported a really positive experience.

*I found the whole project very interesting and enjoyed being involved in it.
Mystery Shopper*

If you would like to get involved in any way, call 01620 827827 and ask for Deborah Piner or East Lothian Tenants and Residents Panel on 0131 665 9304.



GET IN TOUCH...

CALL US

East Lothian Council	01620 827827
Feedback on the Landlord Report	01620 827747 (or complete the enclosed survey)
Report a repair (council tenants)	01875 824311 (out of hours 01875 612818)
East Lothian Tenants and Residents Panel	0131 665 9304
Antisocial Behaviour Helpline	0845 601 8518
Advice on homelessness	01620 827536 (duty officer) or Emergencies 0800 169 1611
Problems paying your rent?	01620 827528 or visit us online
House Contents Insurance	01620 827255 or visit us online
Community Housing Offices	01620 827827

OR VISIT

www.eastlothian.gov.uk

www.scottishhousingregulator.gov.uk

www.eltrp.co.uk



Versions of this leaflet can be supplied in Braille, large print, audiotape or in your own language. Please phone Customer Services if you require assistance on 01620 827199



Scottish Social Housing Charter Landlord Report to Tenants 2015



Background

- Scottish Social Housing Charter
 - Introduced in 2012
 - Sets out outcomes that all social landlords must work toward achieving
 - One of the requirements of the Charter is to report performance to tenants every year

Key Requirements:

- Complete Annual Return of the Charter each year by the end of May
- Carry out a comprehensive tenant satisfaction survey every three years
- Provide a performance report to tenants each year by the end of October
- Meaningfully involve tenants

Tenant Involvement



“Landlords are required to report their performance in achieving or progressing towards the Charter outcomes and standards to their tenants, and others, by the end of October each year. It is for landlords and their tenants to decide what form this performance reporting should take”.

Scottish Housing Regulator

Tenant Involvement

- Existing TP structures remain strong
 - Strategic level
 - Grass-roots level
- Charter has brought about
 - Scrutiny activity
 - Involvement in production of Landlord Report
 - Involvement in the comprehensive survey
 - Involvement in the review of all point of service surveys

Tenant Scrutiny

- The scrutiny group have developed and carried out two scrutiny activities to date
 - A Mystery Shop which focussed on

Outcome 2: Communication

- Social landlords manage their businesses so that:
 - *tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides*

– A Desk Top Audit

Outcome 10: Access to Social Housing

Social landlords ensure that:

- *people looking for housing find it easy to apply for the widest choice of social housing available and get the information they need on how the landlord allocates homes and their prospects of being housed.*

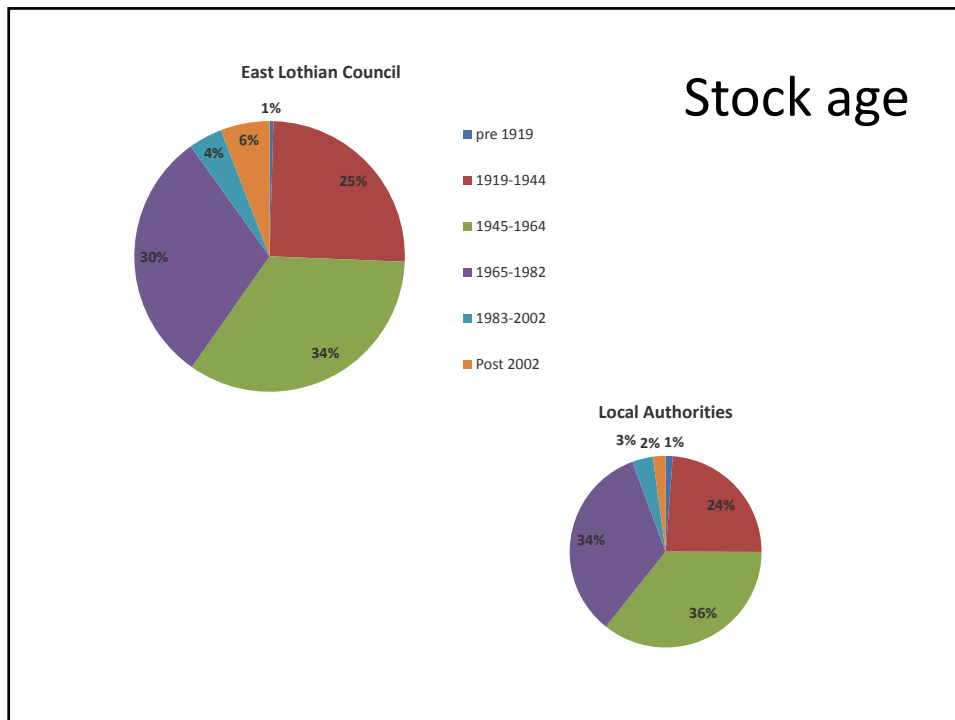
Tenant Scrutiny

- East Lothian Tenants and Residents Panel continue to be involved in other scrutiny type activities such as:
 - Anti-Social Behaviour Surveys
 - Reviewing Estate Inspection Process
 - Local Group Surveys
 - Joint Business Plan Group (ELC & ELTRP)
 - Reviewing Tenant Participation Strategy
 - Various joint working groups

Peer Group

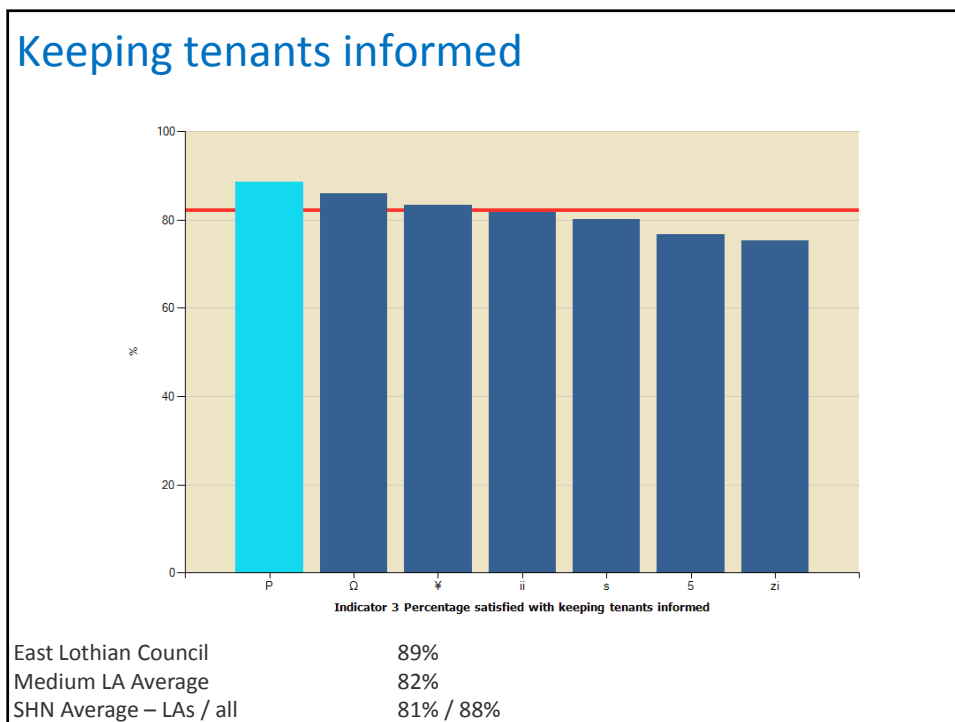
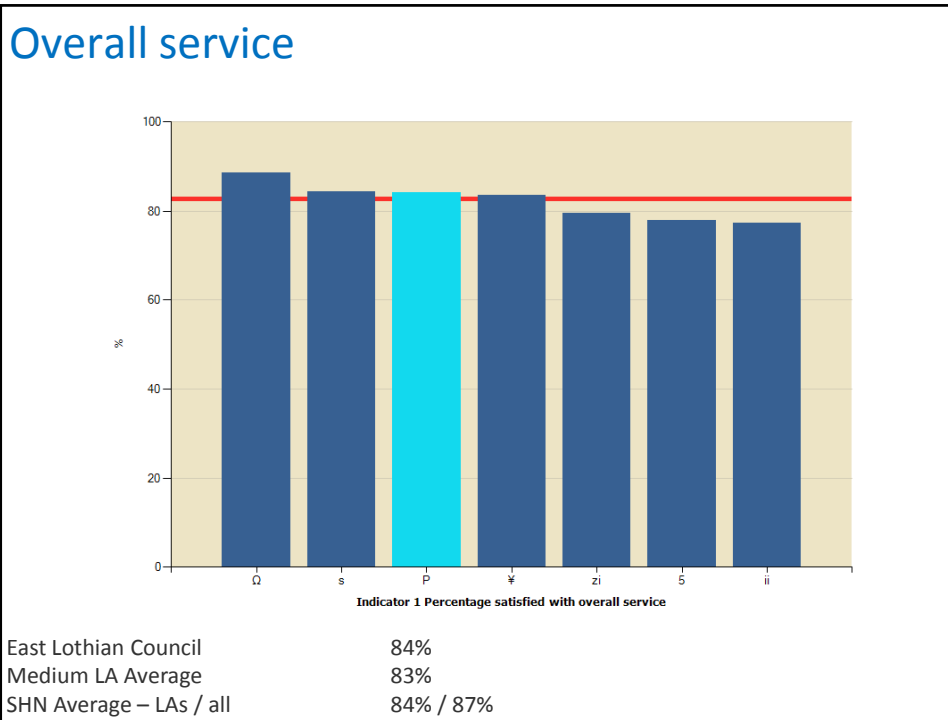
LA's 5 – 10,000 stock

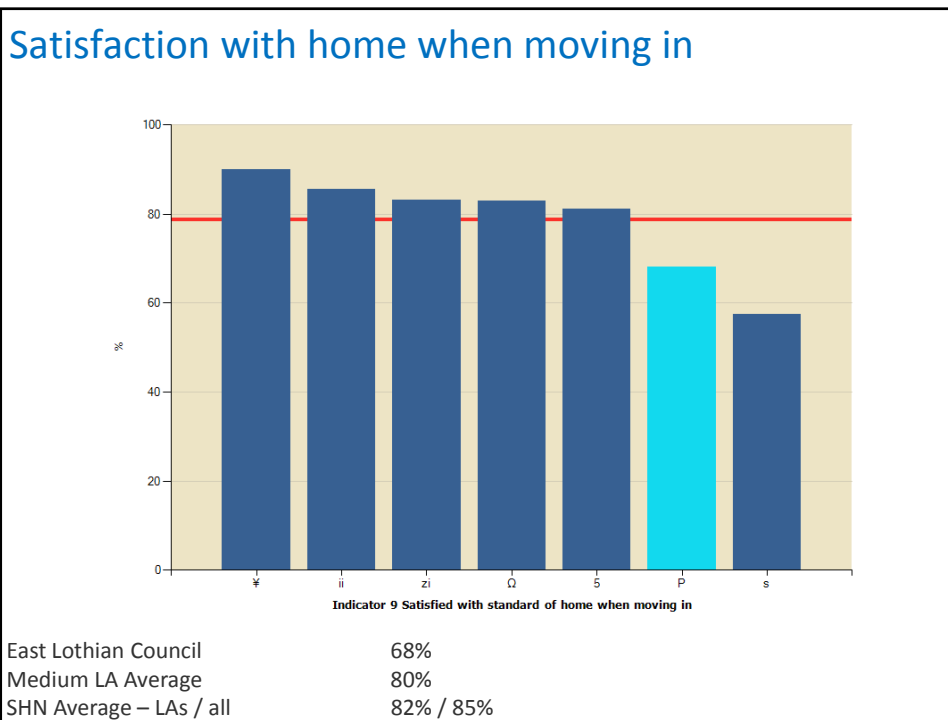
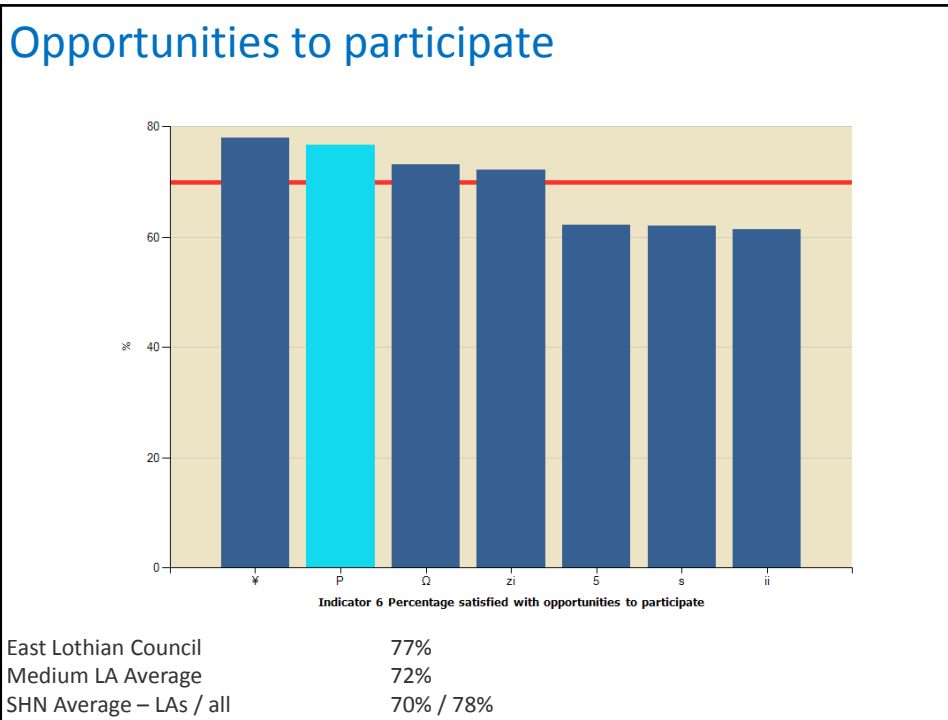
- 5 - Angus Council
- P - **East Lothian Council**
- ii - Midlothian Council
- O - Moray Council
- s - Perth & Kinross Council
- zi - South Ayrshire Council
- ¥ - Stirling Council

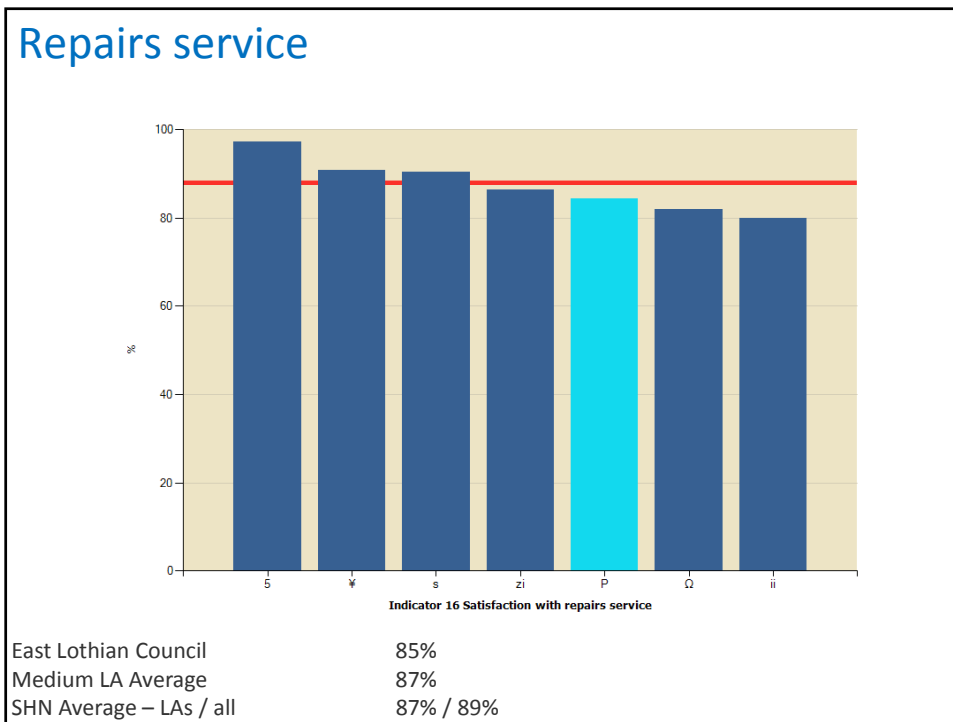
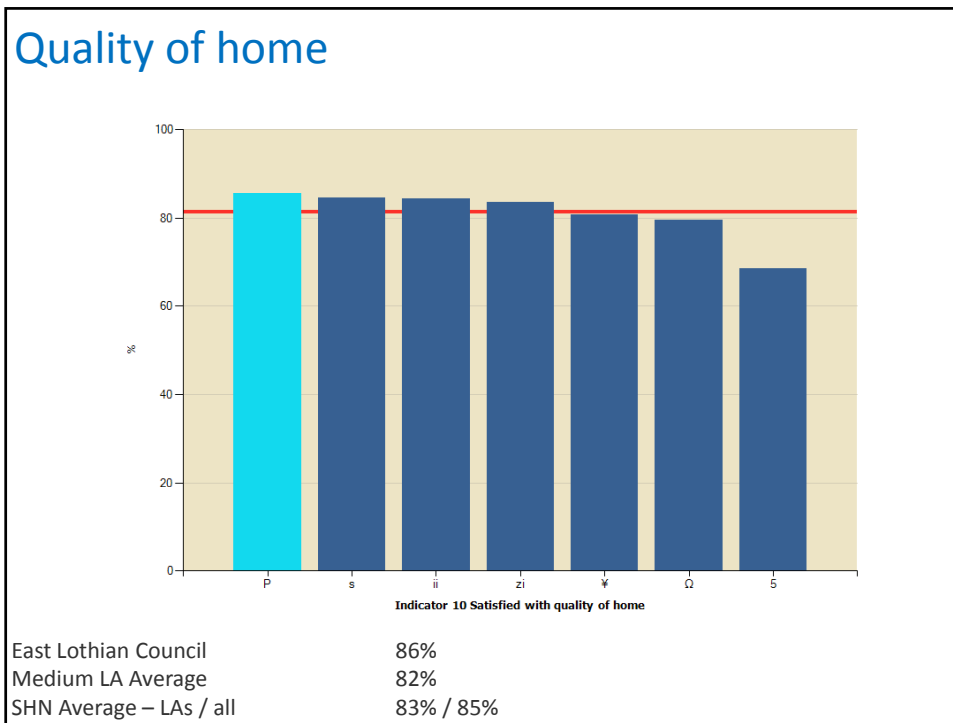


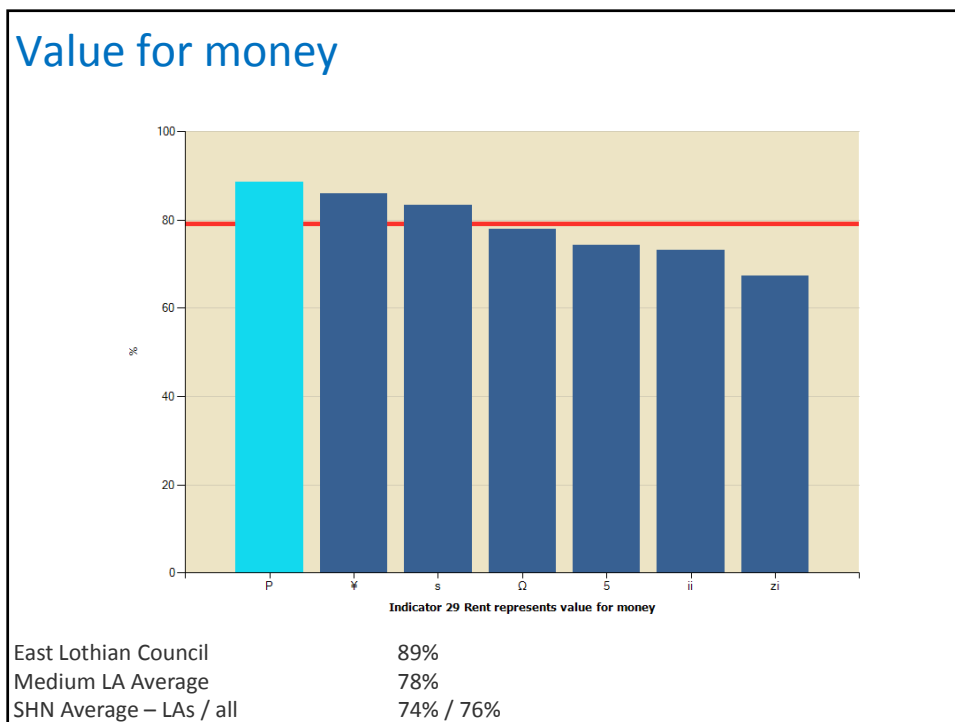
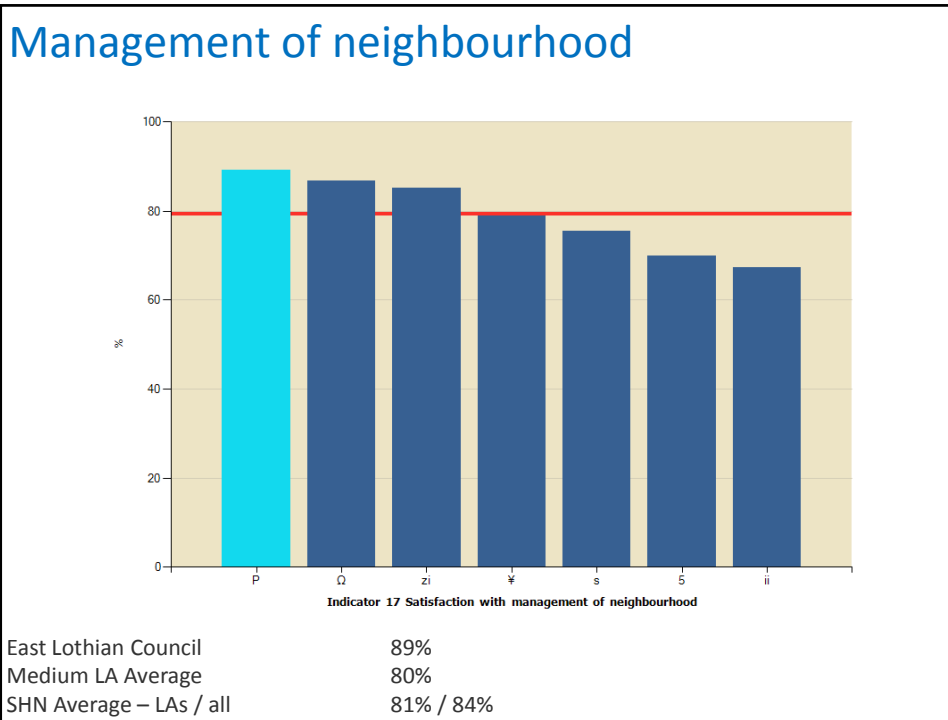
Satisfaction surveys

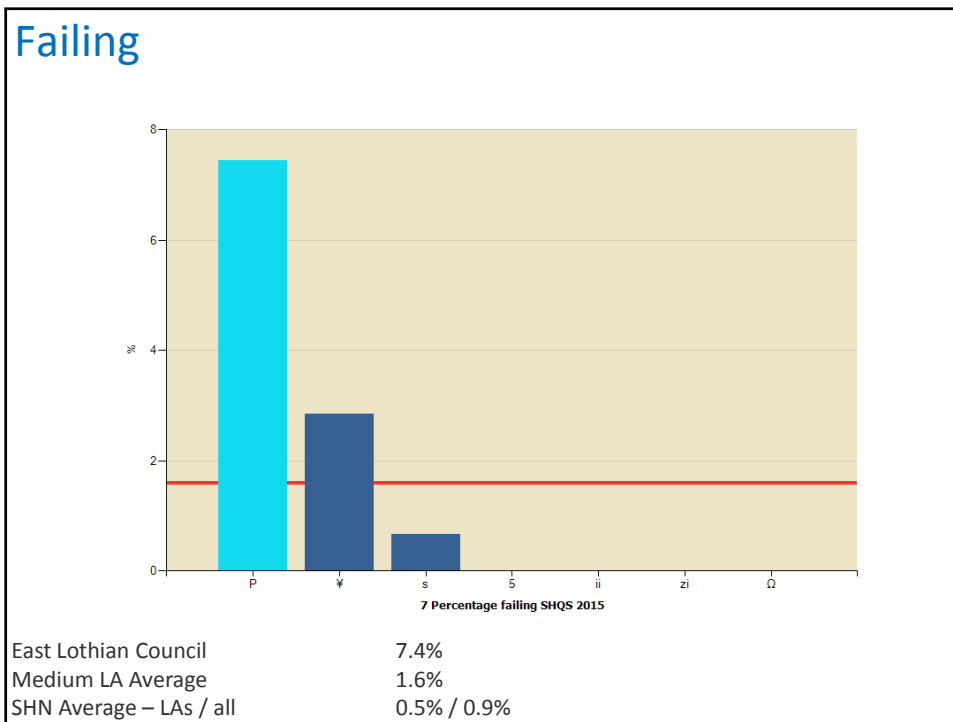
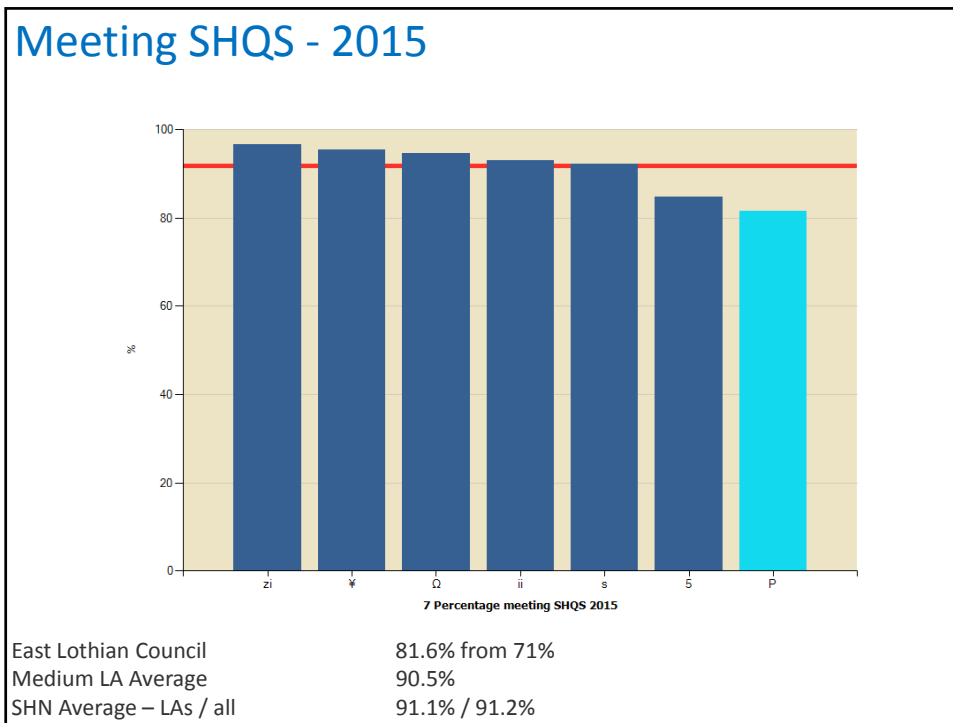
- 1742 tenants interviewed, 20%
- Method: face-to-face
- November 2013

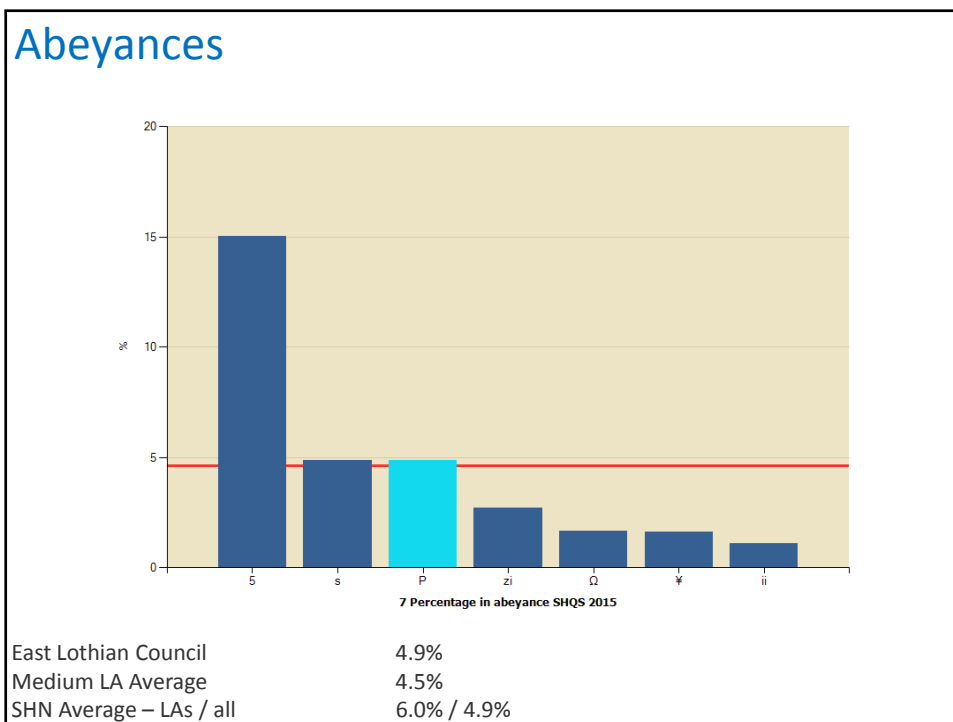
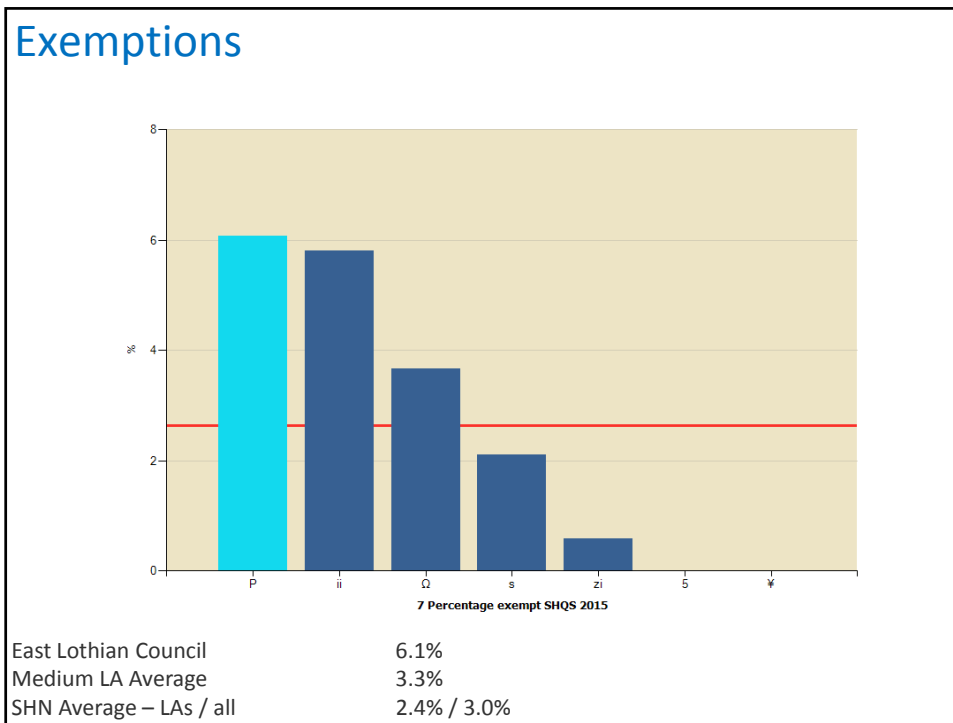


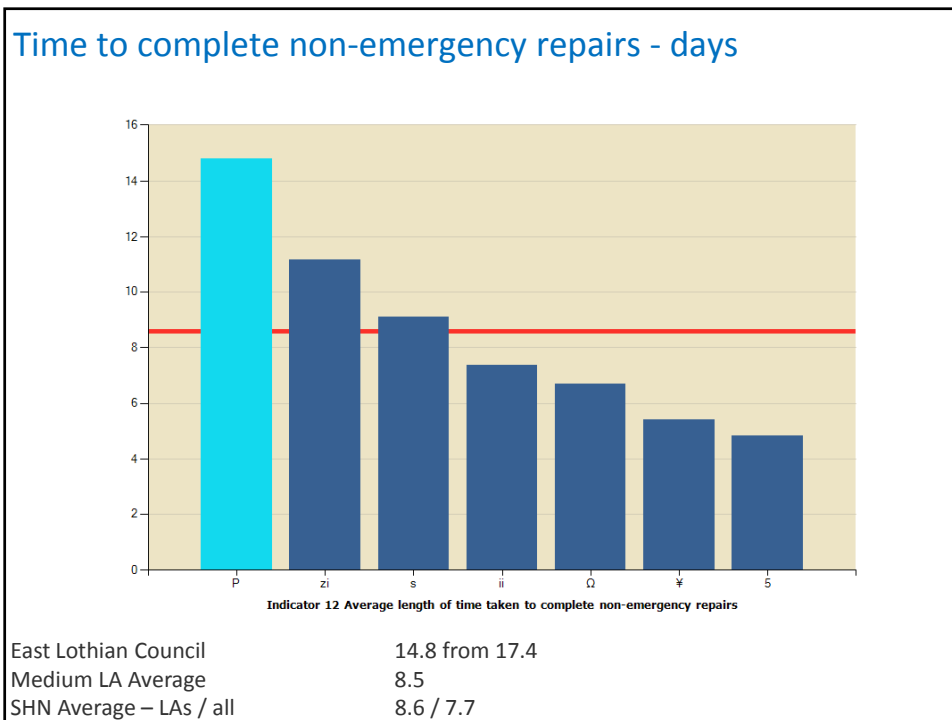
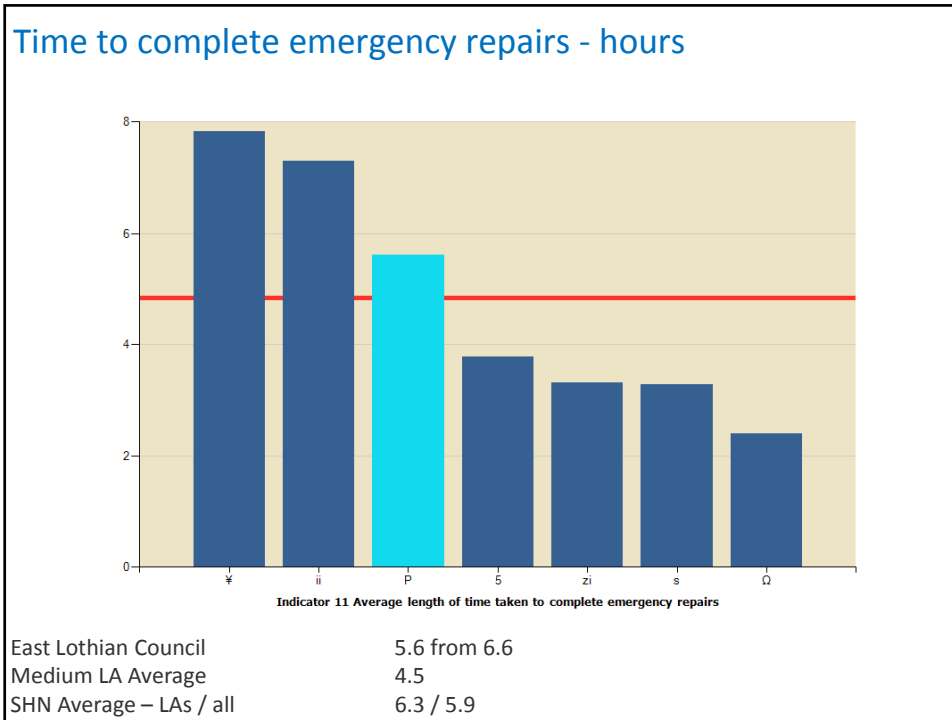




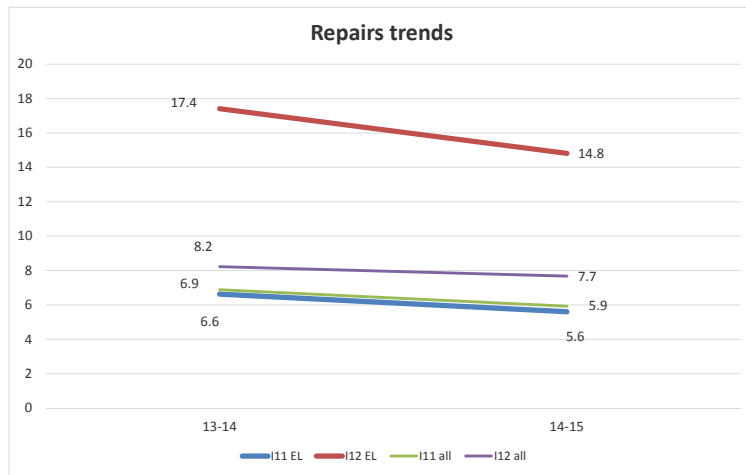




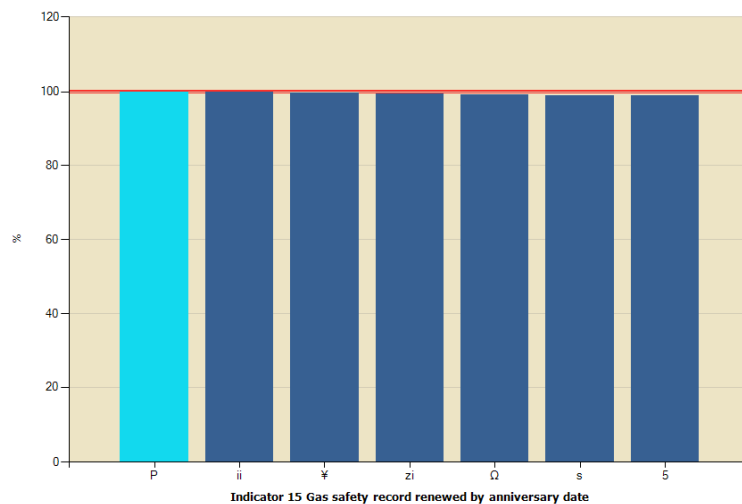




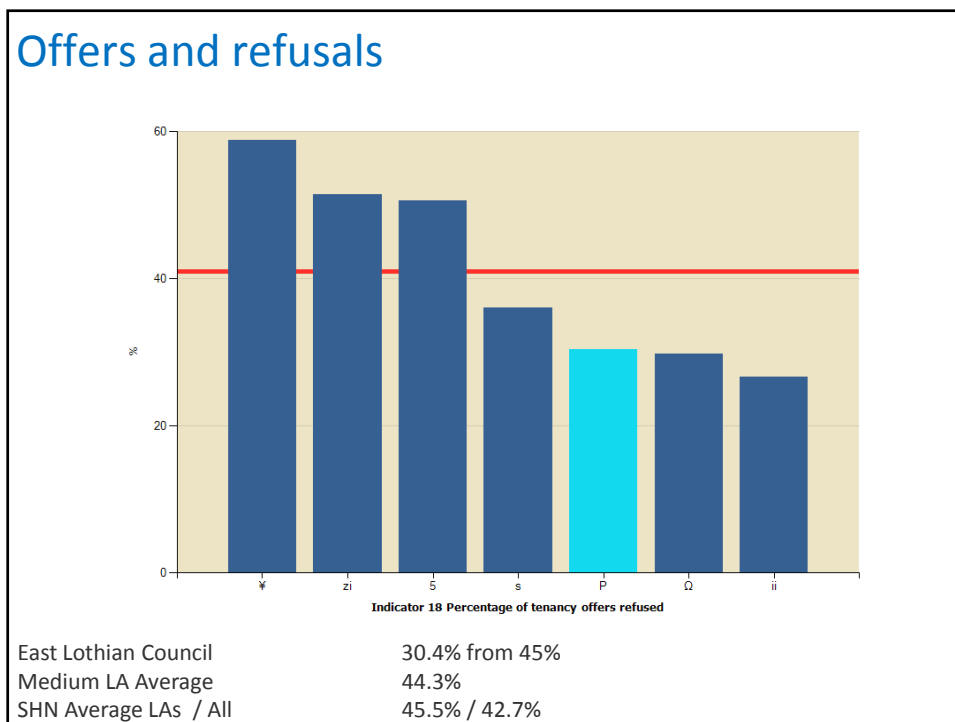
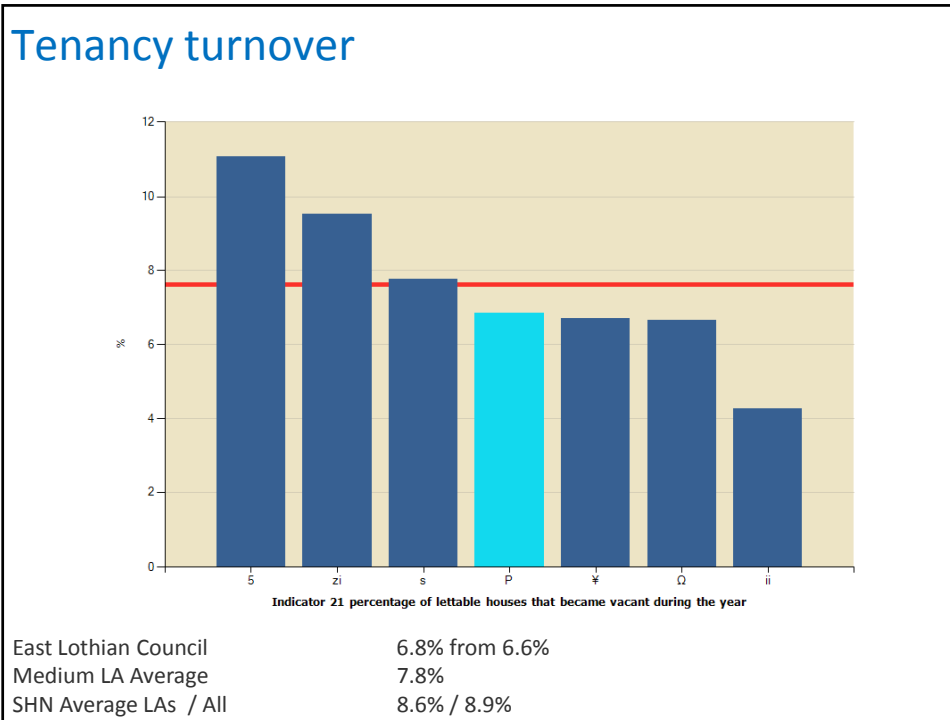
Repairs timescale – trends

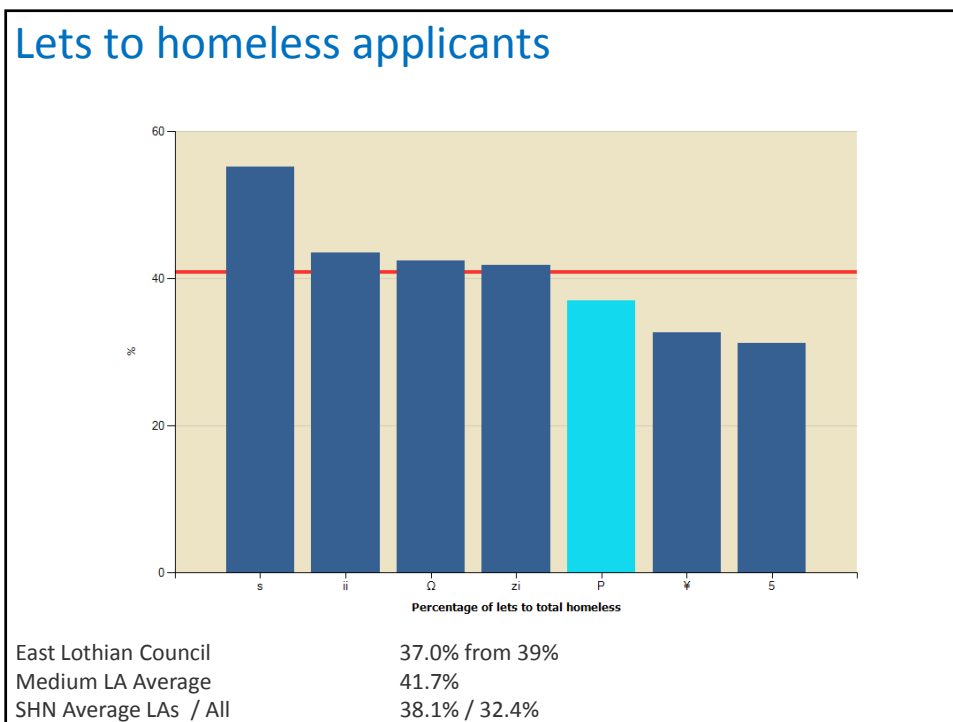
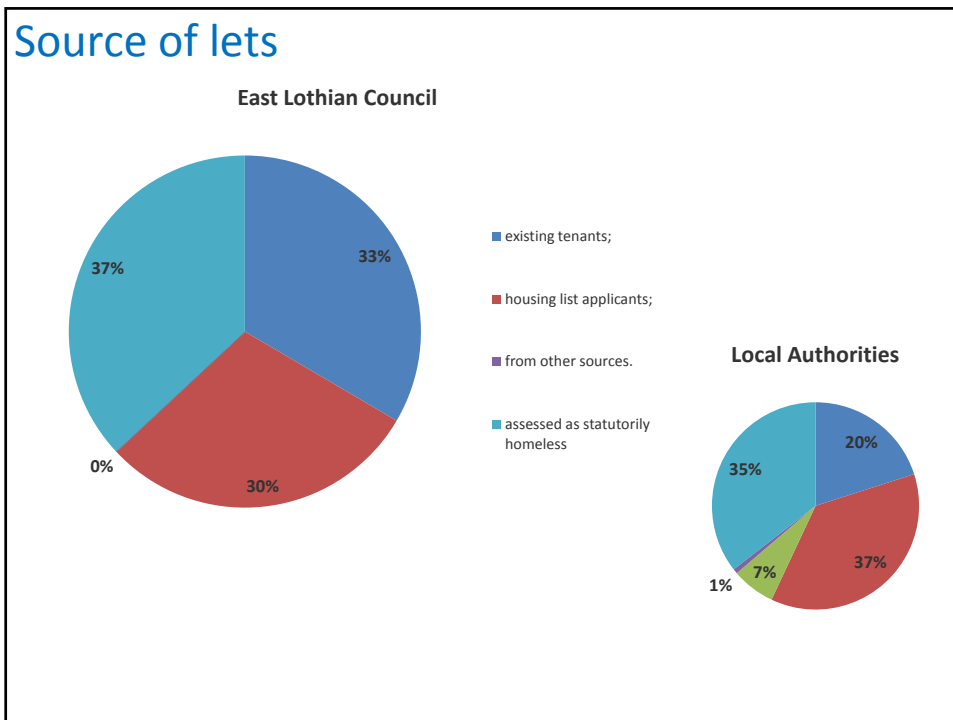


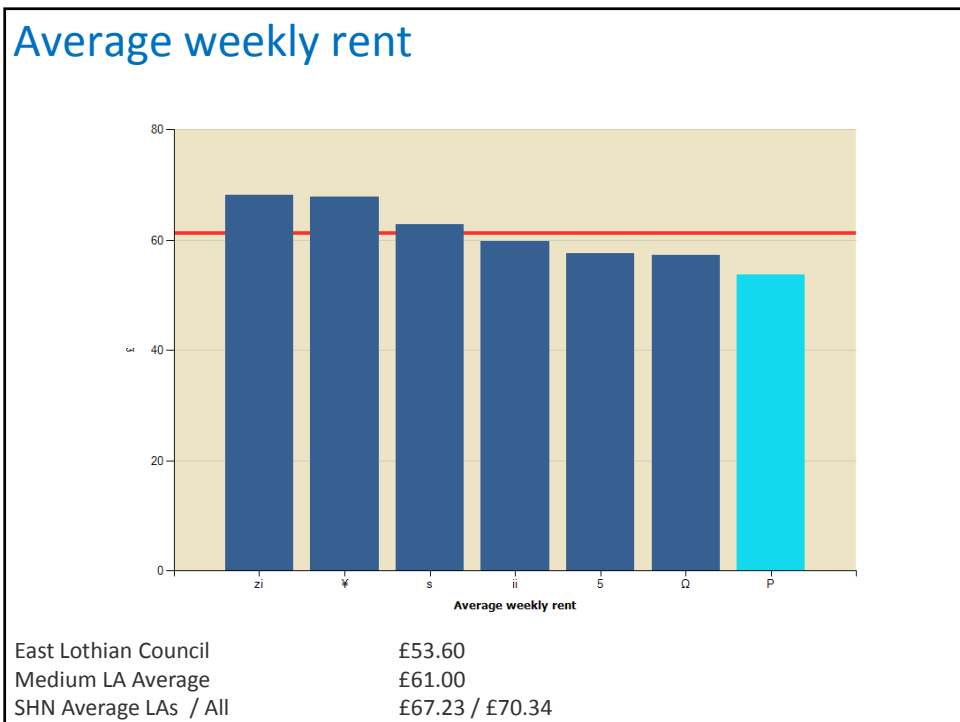
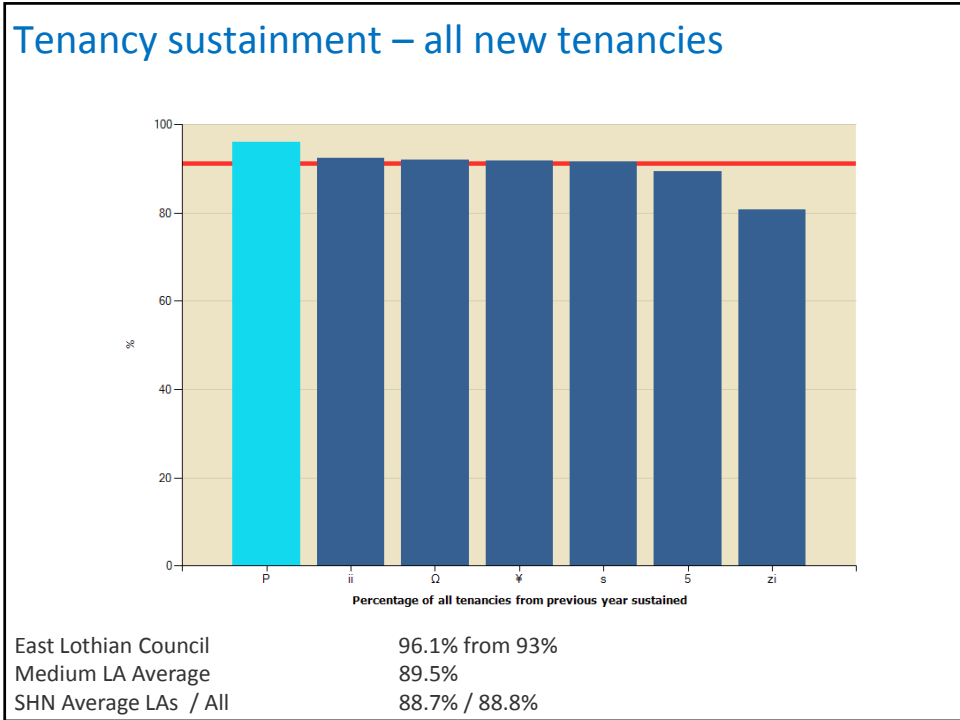
Gas safety

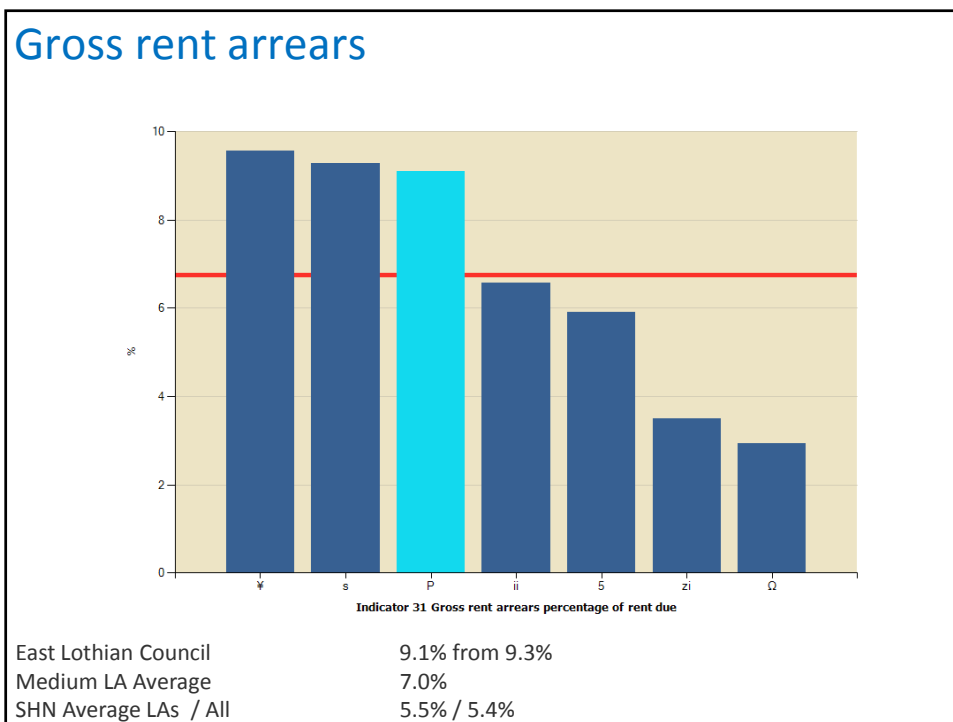
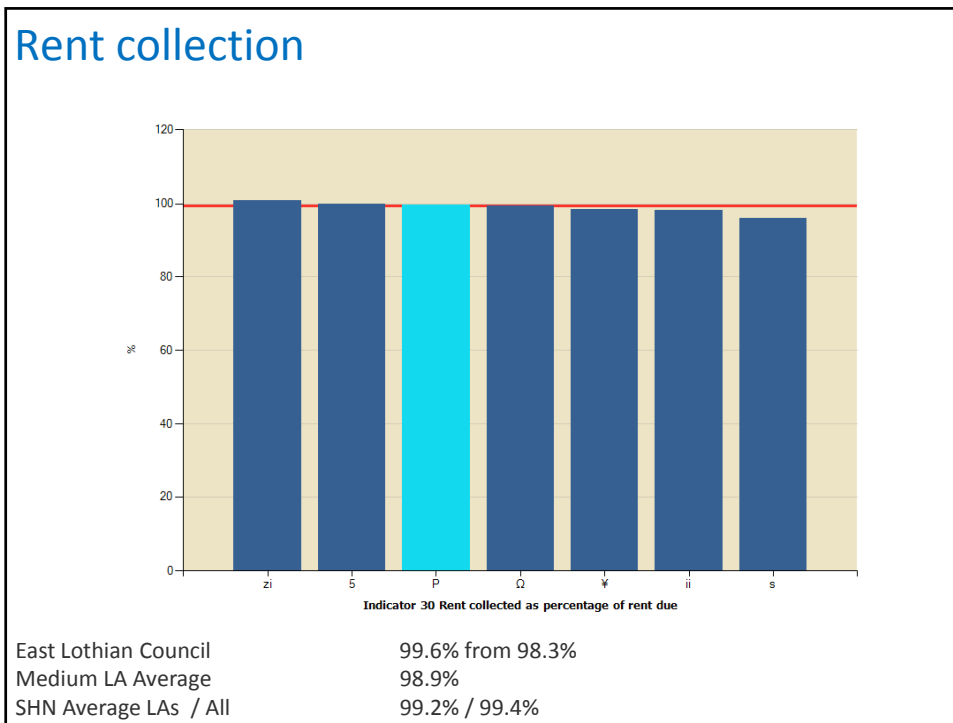


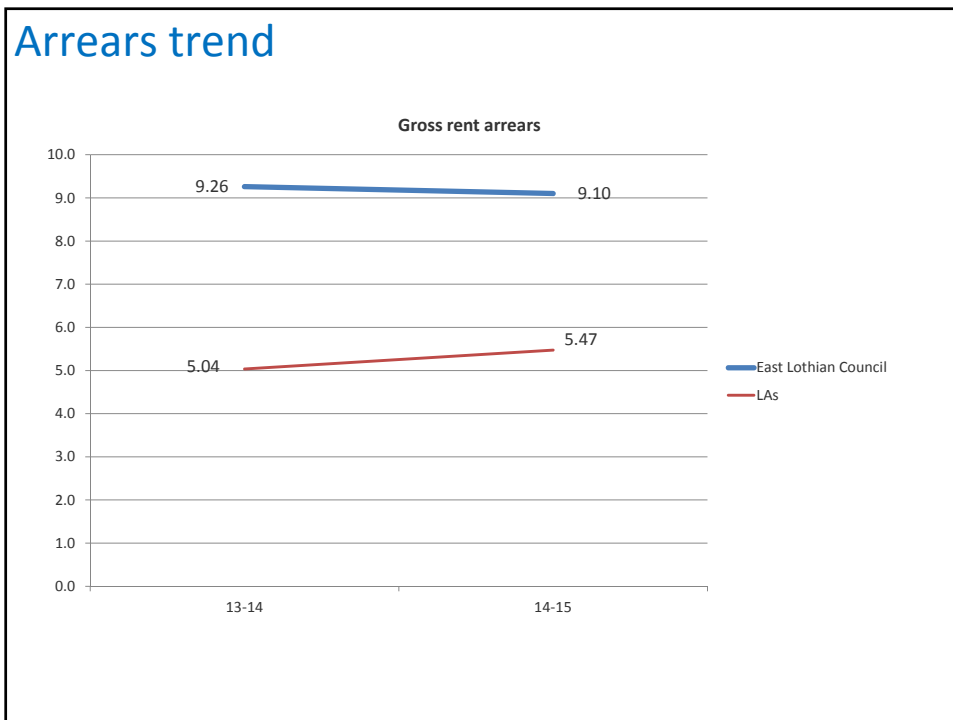
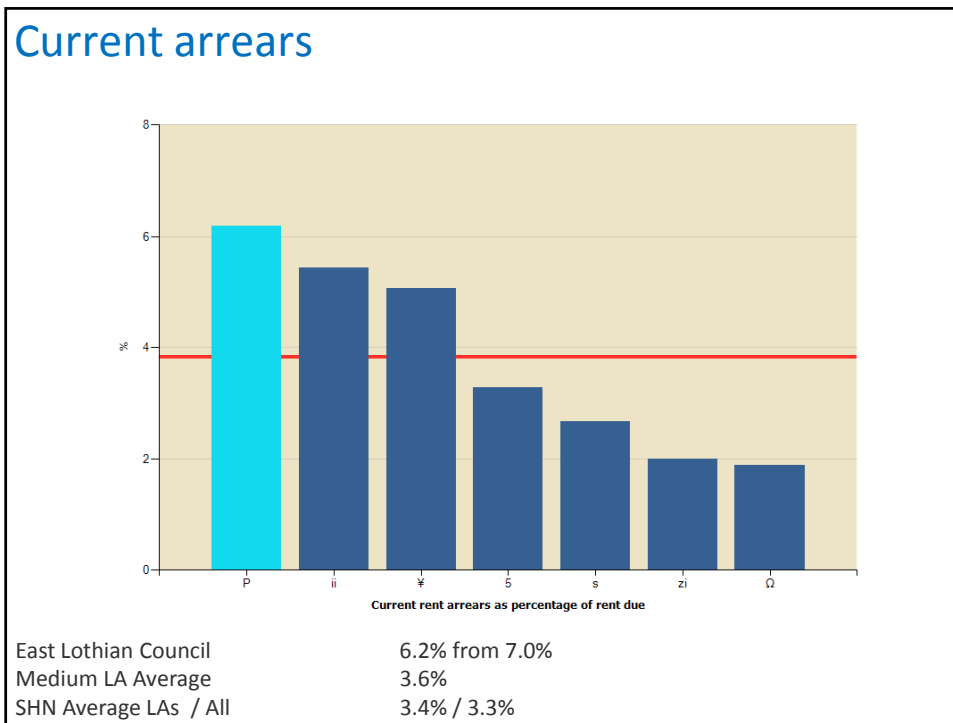
East Lothian Council	100.0% no change
Medium LA Average	99.5%
SHN Average LAs / All	99.5% / 99.5%

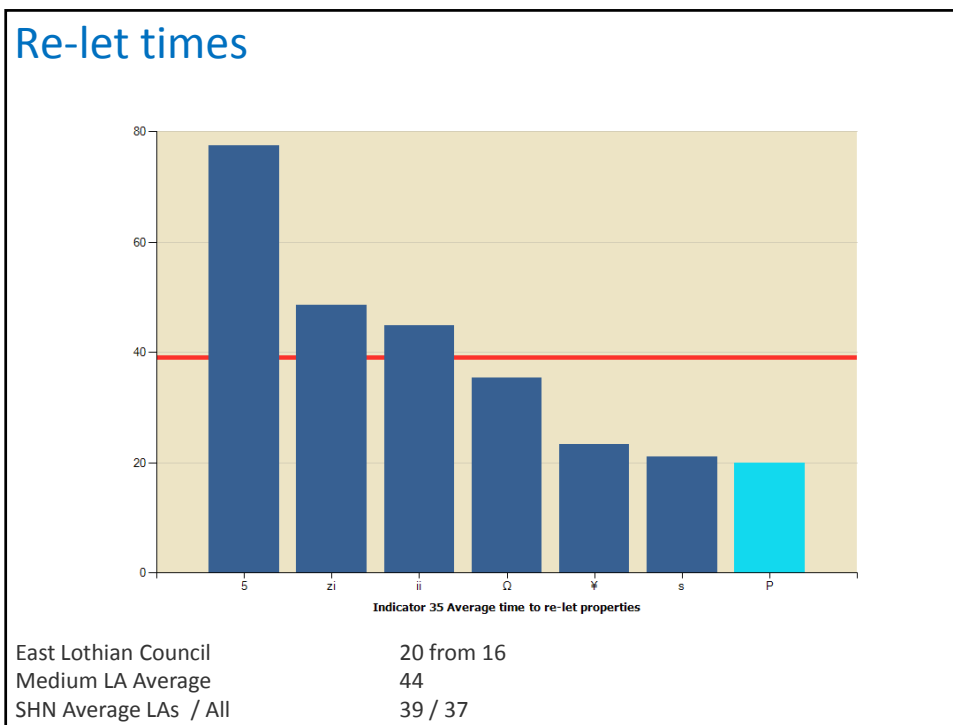












Any questions?

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 26 January 2016

BY: Depute Chief Executive (Partnerships and Community Services)

SUBJECT: East Lothian Tourism Performance

4

1 PURPOSE

1.1 To outline the recent performance of the East Lothian visitor economy.

2 RECOMMENDATIONS

2.1 To note the contents of this report.

3 BACKGROUND

Context

3.1 The significance of tourism to the East Lothian economy, employing 9% of the workforce, is reflected in the East Lothian Community Planning Economic Development Strategy with raising awareness of the county and joining up opportunities, encouraging visitors to stay longer and spend more, cross-marketing with Edinburgh and exploiting untapped opportunities all detailed as priority actions under Strategic Objective 2, *to be Scotland's leading coastal, leisure and food & drink destination* (see Appendix 1). Also, the Council Plan 2015-17 refers to the strategy and to the regeneration of town centres in particular that impact on the tourism offering.

3.2 Immediately after strategy approval in October 2012, a Tourism Implementation Plan, incorporating Food & Drink, was developed and monitored but given the uniqueness and attention given to tourism, as well as the National Tourism 2020 Strategy, the East Lothian Tourism Action Plan was developed for 2015-18 with annual priority updates. Developing these plans has provided the opportunity to engage with industry representatives through means such as meetings, workshops and networking and to take account of national targets and regional priorities, including focused years. The draft 2016 plan is attached to this report, Appendix 2, for information.

- 3.3 Key to tourism and highlighted in SO2 of the Economic Development Strategy is proximity to Edinburgh and capitalising on the number of visitors visiting the city. The proposed Edinburgh and South East Scotland City Region Deal will provide opportunities for closer engagement to maximise culture and tourism across south-east Scotland. Also, through film tourism and project development there is ongoing engagement with Marketing Edinburgh and City of Edinburgh Council tourism colleagues.
- 3.4 VisitScotland's role is '*to grow and develop Scotland's visitor economy sustainably through our core activity of marketing and events and by working in partnership with businesses and communities*' with the objective of contributing to the National Tourism 2020 Strategy ambition of growing tourism revenues by £1bn by 2020 from a baseline of £4.5bn. East Lothian Council no longer pays an annual subscription to VisitScotland, rather the Council has an agreement to deliver tourist information in partnership, detailed at 3.24, and to develop where appropriate joint initiatives with VisitScotland and other partners – such as familiarisation trips for tour operators and media, and a shared presence at exhibitions and events. East Lothian Council and industry partners meet with the VisitScotland Regional Director on a regular basis. In relation to industry engagement with VisitScotland, 259 East Lothian businesses are listed on the www.visitscotland.com website, 120 are members of Quality Assurance schemes and 49 of the various Welcome Schemes, detailed below.

VisitScotland Quality Assurance Scheme membership – East Lothian

QA	
Caravan & Camping	8
Hotels	10
Self Catering	40
Small Serviced	23
Visitor Attractions	39
Total	120

VisitScotland Welcome Schemes membership – East Lothian

Welcome Schemes	
Anglers Welcome	1
Children Welcome	2
Classic Cars Welcome	1
Cyclists Welcome	12
Field Sports Welcome	3
Golfers Welcome	20
Walkers Welcome	10
Total	49

- 3.5 East Lothian Council is also represented on the Area Tourism Partnership for Edinburgh and the Lothians encouraging co-operation across the City Region - for example, support from the VisitScotland Growth Fund allowed East Lothian, Midlothian and West Lothian Councils and industry partners to develop a marketing project aimed at the group travel market and this project will continue in 2016 with agreed financial support from each council. The project has been selected as a showcase for the Growth Fund scheme. Cycle tourism is a joint project currently being explored.

Tourism project delivery

- 3.6 East Lothian Council has four full-time equivalent members of staff delivering on tourism activity although it should be noted that a number of other services contribute to tourism in the county – such as Sport Leisure & Countryside, Community Partnerships (Arts, Museums) and Transportation. The plan to promote John Muir through the John Muir Way, the John Muir Birthplace and linked environmental and education projects as well as the involvement of Countryside, Tourism and Transportation in planning and delivering the first Big Nature Festival to be held at Levenhall Links in May 2015 are examples of this partnership approach.
- 3.7 The current budget for tourism support is £390,000 which is used to support golf initiatives, signature event sponsorship and other event grants, tourist information, marketing materials, annual conference and strategic initiatives. In supporting tourism, business engagement and the sustainability of and legacy from initiatives are key.
- 3.8 East Lothian Council Economic Development and Business Development staff lead on industry engagement across a number of sectors and this is particularly strong with regard to tourism. The East Lothian Tourism Attractions Group, formed 2005, now has 11 members. The East Lothian Golf Tourism Alliance, established 2005, regarded as an exemplar of industry engagement, has 60 members encompassing golf clubs, accommodation and, special interest attractions. Also, hospitality and food & drink manufacturing businesses engage with the Food & Drink Initiative attending biannual industry steering group meetings, for example - the number of businesses engaged has grown from 113 in 2013 to 118 in 2015. East Lothian Council is also in the process of consulting with businesses to create a unique food & drink Business Improvement District (BID) which would be the first of its kind in the UK and was the, subject of a separate report to Cabinet in December.
- 3.9 Whilst there is no overall East Lothian tourism industry representative body, the industry engagement programme planned for 2016 provides greater opportunity for businesses to network and share ideas and good practice. A specific page on www.visiteastlothian.org will detail these opportunities to complement and support sectoral group meetings.

- 3.10 In measuring the performance of the East Lothian tourism sector, information is taken from a number of sources. The STEAM (Scottish Tourism Economic Activity Monitor) provides year-on-year trend analysis, detailed here.

Year	Days '000 (Overnight)	Days '000 (Day)	Eco Impact Day '000,000	Eco Impact Overnight '000,000
2011	1,506.13	991.11	41.89	158.27
2012	1,431.76	967.73	42.57	153.31
2013	1527.7	980	44.57	166.21
2014	1586	994	46.44	172.73

The 2015 figures will not be available until mid-2016. An occupancy study is being undertaken by TNS Global for 2015 as part of the STEAM reporting and these figures will also be available in 2016.

- 3.11 Visitor numbers to East Lothian's key attractions is another useful performance indicator:

Attraction	2012	2013	2014	%2013/2014
Seabird Centre	267549	271443	273507	+1%
NMS	47301	43048	41789	-3%
ELC Museums	314850	314491	315296	0%
Glenkinchie	27695	38137	38600	1%
TOTAL	387433	384377	387706	1%

- 3.12 Also, visitor surveys provide an assessment of the characteristics of day and overnight visitors, their perceptions and expenditure. The 2015 Visitor Survey was conducted by LJ Research and used online research for the first time as opposed to solely face-to-face interviews allowing for a more considered view from visitors. Initial findings suggest an increase in the AB demographic to 46% of visitors; 50% of visitors were aged 34-54 (44% in 2011); 71% of visitors came from Scotland and 23% from rest of the UK; the number of day trippers from neighbouring counties increased to 67% (59% 2011). In relation to accommodation, more were staying in rented accommodation – 18% in 2015, 8% in 2011; there was a decrease in those using caravan parks from 39% in 2011 to 31% in 2015. As well as an increase in those using the internet to plan their holiday, there was a rise in the use of *trip advisor* from 1% in 2011 to 15% in 2015.
- 3.13 In relation to marketing activity, today's visitors tend to access information digitally and this equally applies to East Lothian's visitors. In this regard, East Lothian Council has commissioned the development of a Digital Marketing Strategy with the purpose of achieving a competitive edge over other areas and ensuring a capability to deliver across target audiences and media, in line with the VisitScotland digital marketing approach. This strategy will also be used as a tool to raise awareness of and support digital marketing amongst the business base.

- 3.14 Growth in the number of unique visitors to the East Lothian Council-developed websites, www.visiteastlothian.org, www.golfeastlothian.com and www.eastlothianfoodanddrink.co.uk are indicated below:

Foodanddrinkeastlothian.com	Unique Visitors
2013	38,789
2014	49,764
2015	47,379 (to end November)
Visiteastlothian.org	Unique Visitors
2013	133,323
2014	164,682
2015	151,271 (to end November)
Golfeastlothian.com	Unique Visitors
2013	132,863
2014	109,053
2015	129,782 (to end November)

The websites are continually refreshed with new and updated content and with upcoming events listed. During 2016, in line with digital marketing approach, the websites will be enhanced to enable mobile-responsiveness.

- 3.15 Social media is important in ensuring that awareness of areas and of businesses is continually promoted. East Lothian Council Economic Development & Strategic Investment has set up social media accounts around golf, visit, business and food & drink with the number of followers for these on *facebook* exceeding 4600 and on *twitter* around 9000.
- 3.16 A number of print publications are produced by East Lothian Council Economic Development, principally East Lothian tourism leaflet and special interest brochures as follows:

Publication	When updated	Print run	Where available
Visit EL	annual	20,000	Via EAE, local
EL Golf Guide	annual	10,000	ELGTA, local
Outdoor Guide	2015 (new)	10,000	Via EAE, local
F&D Directory	annual	5,000	Shows, local
EL Film Map	2015	10,000	ELC, ME, local

Leaflets promoting towns rather than individual businesses and produced as result of local initiatives can be supported from the Tourism Grants programme and these are available in local facilities, as per the marketing plan for these.

- 3.17 Golf remains a key priority in East Lothian and the county welcomed the 2015 Aberdeen Asset Management Scottish Open in July and the Prostate Cancer UK 2015 Scottish Seniors' Open in August for the first time. 63,000 visitors attended the AAM Scottish Open and 3500 the

PCUK Scottish Seniors' event. Scotland's Golf Coast, as the branding is known, was prominent during both events and featured on TV coverage. As a sponsor of the AAM Scottish Open, East Lothian Council/Scotland's Golf Coast was featured via on-course board, the tournament programme, website and acknowledgement board. For example, 182 media attended the event and the European Tour website had 1.1m new users in July 2015. Pro-am places were offered to local young people and three outstanding local young golfers benefitted from the interaction with professional golfers, which helps to further develop youth engagement within the sport.

3.18 East Lothian is fortunate to host a wide selection of events that attract visitors from outwith the county. Also, these are held throughout the year and across the county. The key events, held annually and sponsored by East Lothian Council, are:

	Event	Funding Provided	Nos Attended	Economic Impact
2012/13	Dunbar SciFest	Not supported by ELC		
2013/14				
2014/15		8,000.00	5120	£137,978
2012/13	Fringe by the Sea	10,000.00	5741	£659,886
2013/14		18,000.00	6242	£554,192
2014/15		25,000.00	7190	£984,342
2012/13	Lammermuir	10,000.00	4771	Not recorded
2013/14		20,000.00	3525	£311,513
2014/15		20,000.00	3225	£251,252
2012/13	Saltire Festival	35,000.00	5040	£161,092
2013/14		20,000.00	5846	£229,862
2014/15		30,000.00	7026	£674,475
2012/13	Lennoxlove Book Festival	10,000.00	5682	160,000
2013/14		18,000.00	4519	£275,620
2014/15		Not held		
2012/13	NMS Airshow	7860	11300	£527,190
2013/14		Not supported	11134	
2014/15			13540	

Other events that are promoted or supported are the 3 Harbours Arts Festival, the North Berwick Highland Games, Puffin Fest, Disc Golf Championships, Total Warrior, John Muir celebrations. The cycling Tour of Britain was attracted to include East Lothian in the itinerary for one of the two Scottish legs, Edinburgh-Blyth, the first time the event visited East Lothian. It is the biggest professional cycle race in the UK with daily

ITV4 coverage and a global TV audience of 200 million and attracted some of the best and most well known riders in the world, including Bradley Wiggins, Mark Cavendish and Andre Griepel. East Lothian staged both a sprint point in Gifford and a king of the mountain stage point at Redstone Rig and around 5000 watched these cyclists in East Lothian.

- 3.19 As a member of Edinburgh Film Office, part of Marketing Edinburgh, East Lothian benefits from Marketing Edinburgh engagement with the film industry. Recent filming projects in East Lothian include Outlander, the BFG, The Secret Agent and Tommys Honour, as well as still footage for Elle magazine, Tesco Bank and Dobbies.

East Lothian filming	2014	2013	% change
Production queries	93	104	-12
Conversion rate	23	28	-21
Total filming days	77.5	70	11
Value to East Lothian (Spend)	£610,000	£359,900	41

- 3.20 VisitScotland EXPO is Scotland’s flagship event for the travel trade and the only travel trade fair in the UK which exclusively promotes Scotland, held on a rotational basis between Edinburgh, Glasgow and Aberdeen. It enables Scottish tourism businesses to promote their products and services to potential buyers from around the globe, welcoming buyers from all sectors of this global industry - coach tour operators, group travel organisers, tourism product wholesalers, specialist and independent tour operators and travel media. The 2015 event took place at the AECC 22nd – 23rd April attended by 240 exhibiting Scottish companies, 322 International Buyers from 23 countries and 137 UK based buyers. In 2015, in line with Growth Fund project, East Lothian, Midlothian and West Lothian exhibited under the banner of Visit the Lothians with Scotland’s Golf Coast participating separately. This approach will continue in 2016 when EXPO is held in Edinburgh on the ‘Edinburgh and the Lothians Street’. All businesses relevant to the group and travel trade markets are represented and data is collected from appointments and walk- up enquiries and followed up as appropriate post-event.

- 3.21 *Wish you were there* is the title of the marketing campaign used to promote East Lothian at St Andrew Square, Edinburgh in 2012 and 2013 and at the Royal Highland Show and Big Nature Festival in 2015.

	Visitors	Partners	Economic value
2012 St Andrew Sq	150,000	26	£1.1m
2013 St Andrew Sq	234,750	19	£4.9m
2015 BNF	6142	4	£346k
2015 RHS	188,449	8	£47m

- 3.22 Working across the Area Tourism Partnership, Visit East Lothian is part of the promotion to the cruise market docking at both Edinburgh and Fife. The cruise passengers currently arriving are not travelling far when they leave the boat either independently or on organised tours. However the City Region partners continue to highlight what is on offer just outside the city and there may be potential to grow this market in future. Limited resources necessitate a focus on key target markets meantime.
- 3.23 East Lothian Council and community groups have been working with Abellio Scotrail to establish and now develop the Community Rail Partnership. To date a leaflet highlighting the North Berwick line has been produced. In addition under the banner of Visit East Lothian, discussions are underway regarding information provision at key stations and to ensure that businesses can tap into promotional activities such as discounted offers for ticket holders and entry to visitor attractions.
- 3.24 As visitors increasingly rely on social media and the internet for both pre and on-arrival information and accommodation booking, nationally Visitor Information Centres operated by VisitScotland have experienced lower footfall and this has led to the closure of dedicated VIC's across East Lothian. Having a continued information presence in council buildings, in partnership with VisitScotland in delivering on-arrival tourism in East Lothian, (Dunbar Townhouse Museum, the John Gray Centre in Haddington, the Coastal Communities Museum in North Berwick and The Brunton in Musselburgh), with a range of leaflets and maps and a large-scale display map ensures that visitors seeking on-arrival tourist information have a means of doing so without the need for the Council to pay for separate provision and is a cost-effective option given footfall numbers and visitor trends. VisitScotland provides Information points with free literature and leafleting stands as well as regular print deliveries using the online portal, dedicated person of contact for support, access to reference material and training on an *ad hoc* basis.
- 3.25 Also, town centre tourist information and signage have been highlighted as a priority from the Area Partnerships in Dunbar and Haddington in particular and staff have been working with Area Partnerships and Managers on solutions.
- 3.26 East Lothian is promoted at Edinburgh Princes Street and Edinburgh Airport VIC through literature racking for many local attractions and businesses, experienced staff providing face-to-face information, free wifi allowing visitors to access visitscotland.com and regional information, free-of-charge public access terminals and digital interactive kiosk where regional information is available
- 3.27 In response to a suggestion from the North Berwick & District Business Association and North Berwick Community Council, tourist information will be available within *Why Not?* on North Berwick High Street shortly with a PC, leaflet rack and staff available to deal with enquiries. The information provision at The Brunton will be reviewed during 2016.

Economic Development will also be providing tourism businesses with a branded 'Visit East Lothian' leaflet rack, window sticker and selection of council-produced leaflets namely the Golf Guide, Outdoor Guide, Film Map and Visit East Lothian leaflet.

- 3.28 VisitScotland is currently finalising its review of visitor information provision across Scotland of numbers, footfall and digital trends leading to a new approach to on-arrival tourism. VisitScotland acknowledges that the way in which visitors are accessing information has changed dramatically, with many moving away from the traditional channels in favour of online and mobile options including the VisitScotland app for regional information and the organisation will be seeking to work with the industry and partners in future to develop tourism ambassadors within local businesses so that visitors can access information from local experts.
- 3.29 Initiatives scheduled for 2016 include the annual conference at The Brunton on 22 March on the topic of connectivity, welcoming the return visit of the Scottish Seniors' Golf Open to Archerfield, the programme of events outlined above, digital marketing initiatives in line with the new Strategy, the visitor information provision review and implementation, and John Muir activity and promotion, in addition to range of ongoing activity.

4 POLICY IMPLICATIONS

- 4.1 Key strand of the East Lothian Community Planning Economic Development Strategy 2012-22

5 EQUALITIES IMPACT ASSESSMENT

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

6 RESOURCE IMPLICATIONS

- 6.1 Financial – as per budget
- 6.2 Personnel - as outlined
- 6.3 Other – none

7 BACKGROUND PAPERS

- 7.1 Draft 2016 Tourism Action Plan, Appendix 2

AUTHOR'S NAME	Susan Smith
DESIGNATION	Team Manager, Economic Development
CONTACT INFO	e-mail ssmith@eastlothian.gov.uk ; tel 01620 827174
DATE	12 January 2016

APPENDIX 1

East Lothian Community Planning Economic Development Strategy, 2012-22:

SO2: To be Scotland's leading coastal, leisure and food & drink destination

- Tourism is an important sector for East Lothian with the potential to attract more visitors to stay longer and spend more.
- East Lothian has many good quality tourist attractions but wider awareness of East Lothian as a place to visit is limited because the different offers are not fully joined up. It is important that linkages are made between Visit East Lothian, East Lothian: Scotland's Golf Coast, East Lothian Food & Drink and other marketing/branding used to enhance East Lothian's profile.
- There are real opportunities to develop cross-marketing activities with Edinburgh.
- There are untapped opportunities around wildlife, coast, cycling and walking tourism – which resonates with East Lothian's sustainability aims.

East Lothian Tourism Action Plan 2016-18

DRAFT

East Lothian Tourism Action Plan

Index.

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1. Introduction

Tourism is big business for Scotland, bringing in £4.5 billion annually through overnight stays and in excess of £6.2 billion via day visitors. More than 200,000 jobs are supported through tourism across 20,000 tourism-related businesses (Tourism Scotland 2020)

Building on the success of major events in both 2014 and 2015 through global television coverage of both the Ryder Cup and the Commonwealth Games, as well as ongoing media coverage of key events (T in the Park, The Scottish Open, the Edinburgh Festivals and Hogmanay, Tour of Britain), now is an excellent time to be capitalising on all things Scottish and looking at the lasting legacy of these events and the opportunities they have created in welcoming visitors to the country. Homecoming in 2014 and the subsequent themed years also provide Scotland with opportunities to capitalise on aspects of Scottish culture which will appeal to visitors. Tourism is a wide-ranging sector that impacts on most people and business to some extent in East Lothian. The tourism sector makes a significant contribution to East Lothian's economy, directly employing 2,664 - 10% of the total number working in East Lothian.

East Lothian, with its 40 miles of coastline, rolling countryside, picturesque towns and villages, wide variety of attractions and excellent golf courses, is often referred to as Scotland in miniature. With its close proximity to Edinburgh and good links into the city centre, it attracts a mainly Scottish audience; recent statistics from the 2015 visitor survey show that 71% of all visitors came from Scotland, of which 42% came from Edinburgh, 23% came from the rest of the UK with 6% overseas. Golfers and families are key markets for East Lothian, both offering local businesses opportunities to market themselves at different points of the year. However, seasonality remains a concern for businesses out with the summer and opportunities to extend the season are identified in this plan.

This plan has been developed to help focus activities and actions within the tourism sector that can attract key audiences to the county. It plays to East Lothian's strengths and acknowledges where development and activity should be focused in order to maximise greatest economic return for all those involved. It has been greatly informed by industry engagement and takes account of tourism sectoral priorities and focus.

2. Background Research and Aims

The East Lothian Community Planning Economic Development Strategy 2012 to 2022 outlines the importance of tourism to the East Lothian economy with the objective

'to become Scotland's leading coastal, leisure and food and drink destination'

As part of this strategy, tourism development plays a major role in contributing to the overall economy with a number of key areas identified to focus on in order to achieve greatest return on investment. As well as being informed by industry groups and influenced by ongoing industry networking, this plan will be subject to ongoing monitoring by industry and public sector agency representatives.

The Community Planning Economic Development Strategy identifies clear areas for growth and it is within these parameters that this action plan identifies projects and opportunities.

Areas for Growth:

1. Identify and address gaps in tourism across all industry sectors including golf and food and drink for e.g. resort and brand hotels, increase weekend and evening offering.
2. Develop tourism opportunities and projects around East Lothian's wildlife, coast, cycling, golf and walking. Food and drink trails.
3. Join up different strands of tourism offering e.g. golf, coast, town centres, attractions and food and drink and to develop projects to encourage longer stays and spend higher.
4. Encourage use of national schemes as and when appropriate e.g. Go Rural and initiatives with VisitScotland such as themed years.

Measurements made in this action plan will, where appropriate, be able to influence and contribute to the National Strategy 'Tourism Scotland 2020' which outlines the ambitious plans for developing Scotland *as 'a destination of first choice for a high quality, value for money and memorable customer experience, delivered by skilled and passionate people'*.

Today, Scotland is competing in a global tourism market, with the customer being able to access many worldwide locations. Wherever possible, this action plan identifies Key Performance Indicators which directly link to those identified by the Scottish Tourism Alliance in the national strategy such as the value of overnight visitors, employment in the tourism sector and satisfaction levels amongst visitors.

A number of tourist markets are 'warm' to Scotland and are known for their repeat visits and interest in Scotland primarily rest of UK made 6,000,000 trips to Scotland and 6,510,000 trips were made by those residing in Scotland holidaying at home. The remaining visitors were from overseas making 2,700,000 trips in 2014 (VisitScotland). Others are 'new', keen to discover new places and are classed as 'emerging' and the potential for this sector could be enormous for Scotland. This plan focuses on developing the overall experience for visitors identified as 'warm' to Scotland who in turn will be more likely to visit East Lothian, ensuring that at each key point of their stay visitors' expectations are met and exceeded.

2.1 East Lothian SWOT analysis, identifying key strengths, weaknesses, opportunities and threats of the East Lothian tourism economy.

<p>Strengths</p> <ul style="list-style-type: none"> Golf Coastline Proximity to Edinburgh Accommodation mix Good quality food and drink Award winning tourist attractions Good coastal rail links Growing number of festivals and events Food and drink industry engagement Heritage resources Number of quality visitor attractions Environment and wildlife 	<p>Weaknesses</p> <ul style="list-style-type: none"> Proximity to Edinburgh A1 – direct route through East Lothian to Edinburgh and south Lack of larger hotels suitable for group travel Public transport provision within East Lothian Inconsistent industry engagement Awareness amongst potential visitors
<p>Opportunities</p> <ul style="list-style-type: none"> A1 –quick road links to Newcastle and south, Edinburgh and Newcastle airports Emerging markets to Scotland New airline routes to Edinburgh Airport Wildlife tourism John Muir Way Outdoor tourism – cycling, water sports, walking TV and film locations and filming Year of Innovation, Design and Technology future themed years Community Rail Partnership 	<p>Threats</p> <ul style="list-style-type: none"> Potential closure of accommodation Downturn in the local economy Exchange rate fluctuations Bad weather during summer months Sustainability of festivals and events Upturn in overseas travel Disease and terrorism deterring travellers. Reduction in number of visitors to golf clubs – members favoured

2.2 Value of Tourism Statistical information

East Lothian Council subscribes to STEAM an annual report compiled by GTS (Global Tourism Solutions) looking at the economic impacts of tourism and giving a comparison year-on-year. The most recent complete 12 month report for 2014 highlights general recovery from the global recession across tracked trends, visitor numbers are on the increase as well as economic impact. Specifically visitor numbers increased by 1.1% from 2013 to 2014, Overnight visitors to East Lothian during 2014 rose by 3.9% on the previous year, Economic impact from Tourism rose from 3.9% from 2013 to 2014 to 8.39 million.

The last comprehensive Visitor Survey was undertaken in 2015 by LJ Research. The key findings are:

- The age profile of visitors to East Lothian was broadly in line with the average profile for visitors to Scotland, although East Lothian had slightly more visitors aged 25-34 years. 67% were aged between 35 and 64 years, 22% were under 35 years, 44% were 35-54 years.
- In line with most tourism surveys, the majority of visitors to East Lothian were in the ABC1 social classes, with 57% falling within this socio-economic grouping.

- The most common grouping was Empty Nesters (44%), followed by Families (32%) and then Independents (11%). This picture is in line with the slightly older age profile of visitors.
- The average party size of visitors was just under 3 people. The most common party sizes were couples and then groups of four
- The vast majority of visitors (92%) were from the UK, with 74% of these from elsewhere in Scotland.
- 52% of visitors were on a day trip from home. 32% were on holiday away from home, while 6% were on holiday visiting friends and 9% on holiday visiting relatives.
- The main type of accommodation used by overnight visitors was staying with friends or relatives (29%). 25% were staying in caravans/motor homes. 16% were staying in hotels and 8% using bed and breakfasts. 8% stayed in self-catering accommodation.
- The average spend was £49.08 per person per day (including accommodation)

Research from The Open, 2013, by Sheffield Hallam University

Sheffield Hallam University was commissioned to undertake an economic impact evaluation of The Open in 2013. The direct economic impact is summarised in the table below. The additional visitor and organisational expenditure in East Lothian and Scotland is estimated at £13.44m and £25.63m respectively. The estimated economic impact of spectator spending on the City of Edinburgh amounts to £4.34m.

Table 6: Direct economic impact summary

Group	East Lothian	City of Edinburgh	Scotland
Spectators	£ 6.81m	£ 4.34m	£ 10.01m
Golfers & entourages	£ 1.32m	£ -	£ 1.32m
Event staff	£ 2.45m	£ -	£ 2.99m
Media	£ 0.98m	£ -	£ 1.59m
Patrons	£ 1.14m	£ -	£ 1.70m
Organisers	£ 0.73m	£ -	£ 8.02m
Direct Economic Impact	£ 13.44m	£ 4.34m	£ 25.63m

Total Economic Impact

Using an output multiplier of 1.31 the total economic impact of The 2013 Open on East Lothian is estimated at **£17.60m¹**. For the City of Edinburgh the total impact is estimated to be **£6.76m²** using a multiplier of 1.56; the total combined impact of The Open on the two levels of geography amounts to **£24.36m**. The corresponding estimate for Scotland using a multiplier of 1.65 is **£42.28m³**.

Scottish Open 2015

¹ The output multiplier for East Lothian is assumed to be the same as for Fife in 2010, which came from The Scottish Tourism Multiplier Study.

² For Edinburgh we have derived 1.56 from input/output tables and data provided by City economists.

³ The output multiplier for Scotland is based on the 2004 Scottish Government Input-Output Tables for the whole economy and is consistent with the figure used for Scotland in 2010.

In July 2015, the Aberdeen Asset Management Scottish Open was held at Gullane Golf Club the event was well attended with 63,030 spectators. It had excellent media coverage including global TV coverage including the US, equating to \$108,111,747 global gross media equivalency. Social media also worked well with over a 4 million reach on both Twitter and Facebook

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3. Visitor Types to East Lothian

Updated research undertaken by VisitScotland has shown new categories of visitors to Scotland, making it easier to target marketing to appropriate audiences keen to visit Scotland. By using this information and cross referencing it with local data gleaned from visitor surveys and economic impact studies, this now provides a fairly strong position to use the data from VisitScotland to East Lothian's advantage – getting to know the visitor types most likely to visit East Lothian and using the information accordingly to help influence projects and marketing.

VisitScotland's segmentation model acknowledges changes to visitor behaviour in finding a holiday and booking it. By using this information, we are then able to look at consumer activities in a more rounded and encompassing way, allowing us to target communications and marketing to achieve a higher return on investment and success rate in visitor engagement with each campaign.

3.1 Key Warm Contacts to East Lothian

Adventure Seekers

"Adventure Seekers want an active holiday where they can enjoy both outdoor and cultural activities"
VisitScotland 2014.

Those identified as Adventure Seekers are interested in sports and adventure. A younger age profile with over half under 35 years, they have a interest in trying new things and experiencing activities and the outdoors. With a keen interest in adventure sports and cultural activities (e.g. castles, monuments and film locations) Adventure Seekers are an ideal segment for East Lothian's growing water sports and outdoor activities market to target. Marketing the outdoors as well as pushing the film and TV locations in the area would be relevant to this audience.

3.2 Engaged Sightseers

"They enjoy general sightseeing and touring, taking in historical places as well as scenery and nature"
VisitScotland 2014.

Those identified as Engaged Sightseers are a slightly older age profile, 57% over 55 years with the majority based in England 79% (26% in the North of England) This market segment enjoy travelling and general sightseeing. Historical places as well as scenery are top priorities when choosing a destination. This category is also the most likely to go on coach tours, making them an ideal target market for the group leisure market. Opportunities to develop further links across the Lothians for the group leisure market would present the most effective means to market to this segment.

3.3 Food Loving Culturalists

"Food Loving Culturalists will seek out a relaxing holiday experience where they can enjoy great food and drink and engaging cultural activities" VisitScotland 2014

This market segment is seen as influential amongst their friends, they enjoy food and drink and look for food and drink experiences to complement their holiday. An affluent group, they enjoy taking short breaks within the UK, the majority of them are based in England 81%. Quality, authentic experiences are key to this group's holiday choices.

High end accommodation appeals to this category alongside great food and drink experiences.

Opportunities to market to this affluent consumer through a variety of mediums, mixing the quality accommodation on offer in East Lothian with the East Lothian food and drink brand will be key to targeting this group.

3.4 Natural Advocates

“Natural Advocates are passionate about Scotland as it offers everything they want from a holiday; breathtaking scenery, a connection with nature and the chance to get away from it all” VisitScotland 2014. This group are the most keen to holiday in Scotland, they are repeat visitors to Scotland. (67% are regular visitors and many are well connected to Scotland – often visiting friends and family or with links to the Scottish diaspora). This group therefore should be the easier ‘sell’ compared to the other segments. They tend to be less adventurous than the other segments identified for East Lothian and enjoy a relaxing outdoor break. Scotland is often the first choice for their main holiday. Opportunities to showcase East Lothian’s scenery, historical attractions and nature would appeal to this group. Walking and the outdoors are favoured activities, opportunities linked to the John Muir Way, walking and the East Lothian tourism attractions could provide excellent holiday choices.

SUMMARY

The outcomes of this Action Plan are clearly defined at the outset and link directly to the areas for growth as identified in the East Lothian Community Planning Economic Development Strategy so that they can contribute to the overall objective *‘to become Scotland’s leading coastal, leisure and food and drink destination’*. This action plan will also help to define and influence new projects and initiatives that will deliver that overall objective.

- To offer a range of events, activities and tourism experiences that clearly place East Lothian on the list of must-see places in Scotland.
- To extend the tourist season, making East Lothian a desirable destination throughout the year.
- To ensure that all visitors to East Lothian receive a quality and authentic experience.
- To develop Scotland’s Golf Coast as an internationally-recognised brand.

4. East Lothian’s Key Features

4.1 Events

There are currently a number of key events across East Lothian which attract visitors from out with the county, namely Fringe by the Sea, Lammermuir Festival, Dunbar Sci Fest, 3 Harbours Festival and the Airshow.

In 2014 these festivals provided an economic impact of more than £2.1 million. These festivals provide opportunities to bring in additional visitors to communities and businesses throughout the year and to encourage overnight stays and knock-on to business as a result. There exists the opportunity to develop events outwith the main tourist season to help to address the imbalance of visitors during summer and winter. The Saltire Festival, held annually in November attracting in 2015 7216 visitors (3% up on the previous year), of which 60% were from out with East Lothian 36% of The Saltire Festival audience stay overnight and overall it has an economic impact of £738,792.

Further development work with the festivals individually and as a collective cooperative continues, including means of using events to extend visitor stays and to address seasonality. The East Lothian Festivals Group has been established in East Lothian and a way forward in partnership with East Lothian

Council is currently being explored, particularly to look at maximising the economic impact of events to the wider community. The grants programme to both small and larger events will continue in 2016 and will specifically link to Year of Innovation, Architecture and Design

Large-scale events such as The Open in 2013, the Scottish Open in 2015 and Tour of Britain, generate excellent media coverage and opportunities to attract events of this scale will be investigated. Developing the legacy from these events is critical to capitalise on the exposure created to ensure continued economic growth. The continued use of the Wish You Were There banner and East Lothian, Edinburgh's Coast and Countryside will be used at all events where East Lothian Council is a partner, this will ensure the continued exposure of the brand to the public.

4.2 National Opportunities and Initiatives

2016 is Scotland's Year of Innovation Architecture and Design, a Scottish Government Initiative delivered by both VisitScotland and Event Scotland. The year will provide focus and activity linked to the themed year with events and opportunities for local businesses to engage with visitors National marketing campaigns will take place throughout the year and provide opportunities for businesses to utilise national marketing to help promote their own campaign or event. The Year of Innovation Architecture and Design presents East Lothian with multiple opportunities to develop both existing projects and new initiatives to showcase East Lothian's key strengths in the fields of Architecture, Design and Innovation to attract visitors to East Lothian during the next 12 months. Looking ahead it is imperative that we are ahead of the game in maximising all opportunities for 2017 and beyond with 'Year of History, Heritage and Archaeology' in 2017 and 'Year of Young People' in 2018 and ensure that a full programme of activities linked to each year is on offer.

Event Scotland and VisitScotland funding streams provide both East Lothian Council and businesses and organisations in East Lothian with options for new and existing projects and events. East Lothian Council will continue to work with public agencies in securing funding for large-scale events and marketing projects for East Lothian and support businesses and business groupings in securing such external funding

East Lothian will continue to play an active role in the Area Tourism Partnership facilitated by VisitScotland and with partners across the Lothians including both public and private organisations, City of Edinburgh Council, Midlothian Council, West Lothian Council and Marketing Edinburgh. Opportunities for joint projects and collaboration can be developed in this forum. An excellent example of joint working during 2014/15 is the Lothians group travel project, a partnership project led by the three Lothian councils and private sector partners from across the three areas. The project was successful in securing Growth Funding from VisitScotland to create opportunities in attracting group travel to the Lothians, including developing a new logo and website as well as attendance at relevant trade shows and a familiarisation visit by key tour operators. This project will continue into 2016 with the Lothians working jointly again in attendance at trade shows and marketing and advertising as a region to the group travel market.

East Lothian Council and partners will continue to work with relevant national agencies in promoting tourism in East Lothian, in particular with VisitScotland at Expo in 2016, where Edinburgh is the host as well as the focus years 2016-2018. Other key agencies which will provide relevant sources of information and funding are Scottish National Heritage, Scottish Enterprise, Creative Scotland and Skills Development Scotland. This action plan will keep abreast of new developments and funding streams as and when they become available and ensure that the East Lothian tourism industry is fully aware of what opportunities are available.

4.3 Golf

Golf is the key tourism driver for the area - currently it is estimated to bring 75,000 visitors to the area annually returning an estimated economic impact of £10 million (East Lothian Golf Tourism Alliance). Golf

tourists are extremely valuable to the economy - with every £1 spent on-course, another £4 is spent off course on accommodation, food and drink and other activities. *JB to update*

Current key markets to East Lothian are predominantly Scotland, followed by the rest of UK (approx 80% of total visitor numbers), Northern Europe, Scandinavia and Germany. US and Canada are an emerging market and must be viewed as a potential key economic driver for the future. Further work is required to realise this potential.

Key priorities for golf tourism will be to maximise the legacy of the Scottish Open in July 2015, consolidating existing markets such as the UK and Europe, whilst achieving further market penetration in the emerging markets of the US. Greater engagement with the golf travel trade is key as is cooperative working locally in ensuring a consistent marketing message and working to establish greater sustainability across the golf product. The East Lothian Golf Tourism Alliance, 60+ private sector businesses (JB to confirm) and East Lothian Council, will continue to be the driving force behind golf marketing and promotion and will actively seek new members to widen the group's appeal in taking forward golf initiatives.

Seasonality is also a key issue with the golf market, despite many of the courses being playable during the winter months and opportunities to exploit this when so many courses are unplayable will be explored. The family golf market offers this potential with many golfers now holidaying with their families. This is an exciting market to capitalise on for East Lothian, as both markets as stand-alone audiences are key to the local tourism economy.

4.4 Day visitors

Day visitors continue to be one of East Lothian's key markets. Research from the 2015 visitor survey shows that 68% of visitors were on a day trip to East Lothian. Increasing repeat visits and spend to this market are key. Initiatives and projects which help to raise the profile of East Lothian to a regional market, specifically those within easy reach of East Lothian (approximately 1-2 hours' drive time), will be developed with both the East Lothian Tourism Attractions Group (ELTAG) and the hospitality sector through its food and drink offering. The local day trip market can provide a key income stream all year round. Partnership arrangements are in place with both the Tourism Attractions Group and Food & Drink Producers and Hospitality groups between private operators and the council, each group has identified key actions for the next 12- 18 months which feed directly into this plan. Opportunities to increase dispersal of visitors encourage repeat visits and prolong stays to the county are a priority. Initiatives in the past developed by East Lothian Council to raise awareness of the county have been very successful, including Wish You Were There in St Andrew Square in Edinburgh in 2012 and 2013, attendance at Royal Highland and BBC Good Food Shows and working with the R&A and European Tour for golf events during The Open and Ryder Cup. Building on the success of these events and developing new, innovative ways of presenting East Lothian to the local market will be addressed. Opportunities to increase visitors coming to East Lothian by rail can be addressed as part of the Community Rail Partnership and projects developed to help increase footfall by rail to key seaside towns of North Berwick and Dunbar.

4.5 Flexibility and anticipating customer needs; Digital Marketing

With increasing use of social media-based platforms and social media's part in day-to-day activities, its role as an influential tool in choosing a holiday destination is growing.

Information from 'Digital Portal' recently reported statistics from eMarketer 2013 showing approximately 1/5th of leisure travellers use social media as inspiration for planning a holiday. Whilst on holiday, visitors continue to use social media to update and inform friends and family of their trip. Statistics shown on Sticky Media show 85% of visitors now use smartphones on holiday and 46% use tablets.

Online travel forums and social media travel sites are now commonplace and key to many visitors' decision-making process when booking a holiday. The largest of these sites, Trip Advisor, has more than 190 million reviews and opinions from travellers across the world and reviews of over 4.4 million businesses in 145,000 destinations worldwide. At the end of 2015 Visit Scotland announced that they are the first country in Europe to partner with Trip Advisor, indeed findings from the 2015 East Lothian Visitor Survey show that 15% of visitors to East Lothian have consulted Trip Advisor. Love them or hate them, social media platforms are 24/7. Visitors now have information readily available on all aspects of their trip and businesses need to be fully aware of the impact, both positively and negatively, they can have on their business. Social media as a marketing tool can also be extremely effective, offering businesses excellent opportunities to engage with customers instantly and generate interest and responses from customers, which can help stimulate interest and focus on a particular campaign. The use of social media as a source of information when planning a visit to East Lothian doubled from 2011 to 2015 (LJ Research) Many companies now use online social media platforms as key components to their marketing mix alongside more traditional forms of marketing. 'Visiteastlothian' "East Lothian Food and Drink" and 'golfeastlothian' has for sometime been using both Facebook and Twitter in generating interest in events and activities in East Lothian. East Lothian Council has commissioned the development of the Digital Marketing Strategy and this will be finalised in mid-2016 as a means of exploiting the current and future digital marketing presence for East Lothian and its businesses.

4.6 Film Tourism

Over recent years, a number of high profile television and film productions have been filmed in East Lothian, showcasing the county to audiences all over the world. Film tourism, whereby visitors are drawn to visit a location they have seen in a film has increased. Research undertaken has seen a dramatic increase in visitors for many locations when seen in a film or on television. Figures presented by Visit Britain state 40% of people contemplating Britain as a destination are likely to visit places they have seen in a film. Glencoe saw an increase in visitors by 40% following Skyfall and one million visitors visit the Warner brothers Studio sets of Harry Potter annually. East Lothian Council will continue to work closely with Edinburgh Film Office to promote East Lothian as a film destination. Recent productions in East Lothian during 2015 include Outlander, The BFG, Tommy's Honour and The Secret Agent.

	2014	2013	% Difference to 2013
Production enquiries	542	502	+8%
Projects completed in 2014	361	342	+6%
Conversion rate	67%	68%	--1%
Total filming days	1076	1016	+6%
Average productions			
Filming per day	2.9	2.8	

4.7 Wildlife/Outdoor Tourism

The 'Outdoors' is a key selling point for East Lothian and opportunities to capitalise on both wildlife and the natural landscape will be explored. Officially recognised as the largest Gannet colony in the world, the Bass Rock stands as an iconic landmark for East Lothian. John Muir, born in Dunbar, is acknowledged as founding father of conservation and means of promoting East Lothian through his ethos and projects bearing his name are undertaken locally and nationally. For example, the John Muir Way offers excellent opportunities to market the coastline to walkers and cyclists; vents new to the county including the Big Nature Festival in

Musselburgh provide an excellent platform for targeting new markets keen to explore the outdoors and what nature has to offer. With Edinburgh on our doorstep, opportunities to play to our strengths as 'Edinburgh's Coast and Countryside' are being developed. An Outdoor Guide for East Lothian has been produced for 2016; the guide will be distributed throughout East Lothian and will provide visitors to the area with information on the many outdoor activities that can be undertaken in the county, including walking, water sports, cycling and horse riding.

4.8 Business Tourism

Business Tourism is a growth market for East Lothian, with many venues particularly suited to the MICE (Meetings, Incentives, Conferences and Exhibitions) audience. Incentive travel is now at a four year high following the global recession. This presents ideal opportunities for many businesses in East Lothian who offer venues and experiences suitable to business clients, or as an add-on to large scale conferences in Edinburgh. Another key area is the wedding market. There are many suitable locations and venues across the area that currently operate as a wedding venue or have the potential to do so. This could also help address seasonality in many venues that look to attract visitors out with the summer season. An initial focus group was established in 2015 looking at both business and wedding tourism group, developing this group and actions will be a priority, key initiatives will be fed into this overall plan. *JB to update*

5. Measuring Success

Projects identified in this Action Plan are measurable and complement the overall plan to increase growth in the tourism sector. The Action Plan will be reviewed annually and will be clearly defined with achievable projects. Projects will be delivered either by the public sector or industry and in partnership.

The Action Plan review will be led by East Lothian Council in partnership with the tourism industry, namely, golf, accommodation, attractions, hospitality and events, and individual business input.

6. Action Plan

This action plan shows specific actions and projects which will be led by East Lothian Council and partners and outcomes will link to areas for growth as identified in the East Lothian Community Planning Economic Strategy 2012-2022.

Areas for Growth

1. Identify and address gaps in tourism across all industry sectors including golf and food and drink for e.g. resort and brand hotels, increase weekend and evening offer

What we will do	Lead Partner	Outputs/outcomes	Timing/date	Measurement
Hold annual tourism conference for tourism businesses, which provides interesting and relevant speakers and encourages business interaction and networking	East Lothian Council	Themed conference delivered (Denvir Marketing appointed to oversee 2016 conference)	Annual Feb/Mar	Delegates attending, (84-2014), feedback from delegates New projects potentially developed through workshops/networking opportunities TBC
Ebulletins to registered consumers targeted to specific events and themes predetermined by the East Lothian Tourism Attractions Group	ELTAG	Regular ebulletins to mailing list to encourage visits to the county and to stimulate interest and awareness of the county to potential visitors. Encourage repeat visitors and highlight events and seasonal offers.	Monthly	Increased numbers on mailing list (314-Dec 2015) % number of opens (32% Dec 2015)
Work in partnership with East Lothian Tourism Attractions group	East Lothian Council/ELTAG	Action plan developed Events attended – local events to attraction local/regional market (Airshow, Haddington Agricultural show Projects developed and achieved	ongoing	Action plan in place 2015-2017 New leaflet, pull up banner TV advertising Annual fund of £9,600 (2016)

		throughout year – STV Advertising planned for 2016 Marketing fund established for joint marketing as identified in plan Sustained membership		11 members recent new member –Foxlake,2016.
Eat East Lothian, fortnight of dining offers in East Lothian restaurants to help stimulate business during quieter months of the year	East Lothian Council	Increased business to the restaurants during quieter months of the year Marketing campaign including bus shelter advertising, local press and radio.	Annual Feb	Number of businesses participating - 35 (2015) 2016 -TBC Prize fund of £2,000 Vouchers spent
Attend golf events in both the UK and overseas to attract new golfers to East Lothian and attract tour operators to send visitors to East Lothian	ELGTA	Golf events, new events relevant to East Lothian – more detail JB to update		New contacts made New bookings at golf courses – measurable? Fam trips linked to golf shows – measure? Media coverage – how?
Grow group leisure market, including coach tourism market and younger explorer market	West Lothian Council, East Lothian Council, Midlothian Council and private sector partners	Increase coach and group leisure visitors to the Lothians working with private sector partners in developing packages and offers relevant to the group market Fam trips across Lothian region, overnight stays in each local authority area and relevant trade shows	2015/16	2015 Growth Fund analysis: Attendance at trade shows – Expo 2015, British Tourism and Travel Trade Show in Birmingham, 50+ show, Group Leisure and Travel Show 29 industry partners 28% visitor number increase since project started ROI - Number of brochures 1,000produced 2 fam trips held to date

Appendix 2

				(2015) 66% plan on bringing groups to the Lothians
Engagement with Visit East Lothian businesses	East Lothian Council	Develop and promote programme of networking and training opportunities throughout year to encourage networking and support business development Bespoke page on new Visit East Lothian website	Christmas networking event Dec 2015	Businesses engaged – 370 registered through vel.org Projects developed Ebulletin – 370 businesses - % number of opens (57% Dec '15) 40 attendees – Christmas event. 2 Brand workshops held 2015
Visit Scotland Expo, attendance at trade show in Edinburgh to attract travel trade to the Lothians	East Lothian Council, Midlothian Council, West Lothian Council	Joint attendance at Expo Edinburgh to cross sell joint group leisure product Raise awareness of Lothians group travel product Joint travel stand created	Ongoing Trade show, April 2016	Contacts made – 57 (2015) Number of travel trade making queries to East Lothian and contact made 2016
British Tourism and Travel Show, Birmingham trade show attracting predominantly UK tour operators, key markets for the Lothians group travel project.	East Lothian Council, West Lothian Council, East Lothian Council	Joint attendance at BTTS to cross sell joint group leisure product Joint stand at BTTS 2016	March 2016	Contacts made, Number of travel trade making queries to East Lothian Number of travel trade including East Lothian as part of their offering to visitors
BBC Good Food Show Glasgow, provides opportunities to producers to grow and develop their business throughout the UK	East Lothian Council	Joint promotion of local produce Specific food and drink stand created Establish a food and drink brand for East Lothian in other areas of the UK	November 2016 Ongoing	Number of businesses -7 (2015) Orders made –awaiting feedback Dec 2015 TBC

Appendix 2

and also promotes East Lothian as a visitor destination		Provide opportunities for small businesses to promote their services and products to catering and retail		Turnover monitored Numbers employed by businesses
Develop online business information – link to VEL above	East Lothian Council	Create specific business related information on vel.org for East Lothian businesses Ebulletins to VEL database	Ongoing Dec/Jan 2016	New content created Number of views of business pages Ebulletin views/engagement
Royal Highland Show East Lothian Food & Drink stand and sponsorship of cookery demo theatre	East Lothian Council	Joint promotion of local produce Specific food and drink stand created Establish a food and drink brand for East Lothian in other areas of the UK Provide opportunities for small businesses to promote their services and products to the catering and supermarkets.	June 2016	Number of businesses -10 (2015) Orders made- ongoing, Dec 2015 awaiting feedback Turnover monitored Numbers employed by businesses
Film Tourism –promotion of East Lothian as a place to do filming for TV, television and other media.	Film Office - Marketing Edinburgh East Lothian Council	Partnership working to increase opportunities for filming in East Lothian Promotion of East Lothian Film Map Adoption of film charter	Annual report due March 2016	2014 figures Numbers of film enquiries - 93 (20% of total to Film Edinburgh) Number of filming productions 23 /77.5 days Economic Impact of filming in East Lothian £610,000
Visitor survey to gain new market intelligence on visitors to East Lothian	East Lothian Council	Visitor survey 2015 (LJ research commissioned)	April – October 2015 Report due Jan 2016	Visitor profile Spend in area Activity in area Compared to 2011 TBC (final report due end of Jan)
Small grants programme for East	East Lothian Council	Provide grant programme to tourism		Grants awarded £25,893

Lothian businesses to develop projects and events linked to Year of Innovation etc		organisations and groups of businesses		15 projects Sponsorship awards 2016 – TBC JB update
Develop new itineraries and packages across East Lothian Council web and social media platforms	East Lothian Council, East Lothian Golf Tourism Alliance, East Lothian Tourism Attractions Group	New packages developed New offers created Regular messages on social media engaging with audience More info		Unique visitors to website Social media 'reach' new likes, followers
STEAM report	STEAM/East Lothian Council	Collation of statistical information annually to inform tourism industry of overall financial performance.	Annual report	Statistics linked to STEAM, comparable to previous years – more info
Occupancy study to determine levels of accommodation occupancy throughout the year, to identify when there is capacity	STEAM/TNS	Accommodation occupancy study for 2015 season.		Occupancy levels accommodation gaps TNS currently undertaking study
Create regular ebulletins for golf	ELGTA	Monthly ebulletins to existing and expanding database, Provide offers and packages to golfers.	Monthly ongoing	New contacts and open reads for emails and click throughs to website.
Develop Festivals group with common aim and purpose.	Festivals Group and ELC	Develop group with key aims and objectives for cooperative working and marketing Regular meetings, create cross promotion and networking opportunities. Joint marketing opportunities developed To be updated	ongoing	Businesses engaged and cooperative formed.
Establish Venues East Lothian	East Lothian Council	Develop working group of businesses interested in developing their business and wedding offering. Develop activities and opportunities for those involved to jointly promote East Lothian as a business and wedding location	ongoing	New business group formed and launched at Expo 2015. Logo developed Website area created on vel.org

		Create a new logo and website area on visiteastlothian.org To be updated		
Develop the East Lothian Digital Marketing Strategy	East Lothian Council	Strategy developed, action plan established, plan taken forward	Tender Dec 2015, completion April 2016	Strategy developed
Redevelopment of visiteastlothian.org	East Lothian Council	Mobile enabled website platform and increased usability, new CRM system	2016	2014- 164,181 unique visitors 2015 -161,738 unique visitors

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2. Develop tourism opportunities and projects around East Lothian's wildlife, coast, cycling, golf and walking. Food and drink trails

What we will do	Lead Partner	Outputs/Outcomes	Timing/date	Measurement
Develop an outdoor guide with a lifestyle style for a wider appeal to those who enjoy the outdoors. Includes information on walking, cycling, John Muir, watersports.	East Lothian Council	Lifestyle guide developed 20K copies	Launched at Saltire Festival 2015, distributed 2016	Numbers of guides produced Downloadable from website? Number of downloads Distribution and take up?
Promote seafood trail with East of Scotland – 'East Coast Seafood Experience' link with East Coast councils from Shetland to Borders. The route was developed around harbours and seafood industry to help focus attention on those areas again for visitors and locals.	East Lothian Council with partners from 6 other councils	Website, itineraries, video produced, leaflets for distribution (template for use as and when required for each area) Brand developed.	ongoing	Hits to website 10 businesses engaged in East Lothian Number of leaflets Youtube watches of video Measureable?.
Tourism Event support and capacity-building	East Lothian Festivals Group East Lothian Council	Work with festivals group in developing festivals and events throughout year in attracting visitors and overnight stays, opportunities for cross promotion and selling of East Lothian		Grants provided Attendance at events Economic impact ROI Use figs provided
Develop opportunities linked to promotion of the John Muir Way	East Lothian Council	Develop new walking routes off the John Muir Way to encourage longer stays in East Lothian Work with businesses in Walkers Welcome scheme. Liaise with other partners and organisations	ongoing	New walks developed Number of hits to vel.org Number of Businesses signed up to Walkers and cyclists welcome schemes. New online leaflet created

		<p>in helping to promote the community rail partnership line as a tourism rail route through East Lothian.</p> <p>Refresh of online versions of John Muir Way leaflet.</p> <p>Promotion of John Muir/John Muir Way in Outdoor guide.</p>		
Develop further opportunities with cycle tourism and potential links with Edinburgh, Lothians and Borders	<p>East Lothian Council</p> <p>East Lothian Community Rail Partnership</p> <p>Area Tourism Partnership</p> <p>Abellio</p>	<p>Develop new routes, cyclists welcome, better links with train routes to East Lothian</p> <p>Opportunities for potential cycling events, opportunity for joint project across Lothians and Borders via Area Tourism Partnership</p> <p>Cycling information included in outdoor guide, routes and map</p> <p>Cross working with Abellio to establish information on trains, improvements for those using bikes on trains</p>	ongoing	<p>New routes for vel.org initial discussions with Glenkinchie Distillery Jan 2016.</p> <p>Improved cyclist information and facilities at rail stations</p> <p>East Lothian businesses engaging with Abellio</p> <p>promotion on trains</p> <p>Tour of Britain 2015 – 5,000 spectators in East Lothian.</p>
Capitalise on new flights into Edinburgh Airport and look for opportunities to market to specific airlines and destinations which are 'warm' to East Lothian or provide an opportunity to market to new markets for East Lothian	ELGTA	Pop up exhibition and display at Edinburgh airport prior to the Open JB to update	May 2015	Database collection
Forth Ferry Crossing North Berwick to Anstruther	<p>East Lothian Council</p> <p>Fife Council</p> <p>VisitScotland</p>	<p>Joint marketing of the ferry crossing</p> <p>Joint projects – promotion of walking and cycling in area</p>	2016	<p>Itineraries</p> <p>Website information</p> <p>Visitor numbers via ferry</p>

	Ferry operator			
Redevelop signature events programme	ELC	Design events scheme to ensure greater sustainability for events and better economic impact from events publically funded.		£112,000 provided in sponsorship 2015/16
Promotion of John Muir – through a variety of projects and events to increase footfall into the county	East Lothian Council	Events linked to John Muir Birthday in April	2016	Events established Visitors attending

3. Join up different strands of tourism offer e.g. golf, coast, town centres and attractions, food and drink and to develop projects to encourage longer stays and spend more

What we will do	Lead Partner	outputs	Timings/date	Measurement
ELTAG staff pass to encourage cross promotion between attractions	ELTAG	Staff pass developed and T&C's for ELTAG members and front line council staff	None	Passes produced, staff passes used. Uptake of passes info?
Promotion through the brand - Wish you were there	East Lothian Council	Opportunity for marketing and promotion using established brand 'wish you were there'	ongoing	Footfall at events Hits to website Business offer uptakes Number of partners involved.
Increase knowledge of local attractions to day visitors at local events to increase profile	ELTAG	Attendance at key local events – Airshow and Haddington Agricultural Show to capitalise on regional and local market, key to ensuring year round support to attractions.	Spring and Summer 2015	New contacts for e-mailing list
Review of interpretation across county	East Lothian Council	Review and address gaps in interpretation and maps, ensure consistent message is made to visitors	ongoing	Town centre maps produced New interpretation boards

		Ensure quality is consistent across county.		
Develop links with public transport and town centres/tourism attractions to improve offering to visitors and provide better consistent approach to using public transport whilst visiting East Lothian	East Lothian Council, Community Rail Partnership (CRP) Trade Associations	Improvements at rail stations to include better information to those disembarking at stations, activities and outputs as identified in new CRP plan		Information boards, relevant information and signage.
The Saltire Festival	East Lothian Council	Develop festival for 2015 to include multiple events celebrating the Saltire during shoulder months of year, as part of winter festivals programme Feedback on 2015 and plans for 2016	November 2015	Numbers attending event 7216 Event economic impact £738,792
Redevelopment of golfeastlothian.com and visiteastlothian.org	ELC/ELGTA	Redevelop to encourage more visitors and increase engagement with potential visitors and increase conversion rates of visitors both sites to be mobile enabled and updated for Spring 2016	ongoing	Number of unique visitors, data collection, conversions – stats available monthly..
Develop sustainable destination programme more specifically golf courses	ELGTA	Seminar programme led by GEO (Golf Environment Organisation) specifically tailored for East Lothian Update JB	May 2015	Numbers attending, Numbers achieving accreditation.

4. Encourage use of national schemes as and when appropriate e.g. Go Rural and initiatives with VisitScotland, themed years

What we will do	Lead Partner	Outputs/outcomes	Timings/date	Measurement
Work with VisitScotland to improve on arrival information for	East Lothian Council/VisitScotland	Maintain information points in East Lothian (Dunbar, Haddington and North Berwick)	Ongoing	Enquiries/footfall/staff trained

visitors.		and continue the dialogue with VisitScotland to identify suitable solutions for information provision within the county –new on arrival information proposal for East Lothian to be adopted for 2016 Meeting to establish on arrival tourism in East Lothian to be arranged 2016		
Scotland's Taste our Best accreditation.		Encourage new businesses to participate in the scheme, support them through accreditation	Ongoing	Numbers of businesses accredited.
Increase numbers of businesses in joining accredited schemes with VisitScotland	VisitScotland	Numbers of businesses joining VS accredited schemes, walking, golf, attractions, outdoor	Ongoing	Annual measurement of numbers registered. Add info and target
VisitScotland marketing campaign	VisitScotland	Marketing campaign with VisitScotland to attract visitors to East Lothian		Specific KPIs with Visicotland to be agreed when campaign developed.
Community Rail Partnership (CRP)	East Lothian Council and partners	Opportunities for increased visitors via train, develop projects as identified in the CRP action plan which help encourage use of the train by visitors both overnight stays and day visitors.	Ongoing	New leaflet created
Area Tourism Partnership	East Lothian Council Midlothian Council West Lothian Council City of Edinburgh Council/Marketing Edinburgh VisitScotland	Develop new products across the 4 council regions to take forward for joint projects around cycling and also continuation of the group leisure project by Lothians Councils.	ongoing	Growth fund bid made KPIs as identified in the bid.

Policy and Performance Review Committee: Annual Work Programme 2015/16 (15 January 2016)

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Date	Performance Monitoring/ Inspection Reports	Other Reports / Reports Requested by Members
26 th January 2016	Adult and Child Protection – six-month monitoring report	2014/15 Landlord Report Report on Supported Bus Services Report on Tourism Strategy Report on School Bus Operation
15 th March 2016	Q3 Performance Indicators Local Government Benchmarking Framework	
10 th May 2016		Update on East Lothian Works Presentation on Keystone Report on Core Paths and Cycleways
21 st June 2016	Q4 Performance Indicators Customer Feedback Annual Report	Report on Fly-tipping Report on Literacy Levels (including writing and communications) Impact of Universal Credit on Rent Arrears
September 2016	Q1 Performance Indicators Draft Annual Performance Report Social Work Complaints and Feedback Annual Report Adult and Child Protection Annual Monitoring Report	