

REPORT TO: Cabinet

MEETING DATE: 14 March 2017

BY: Chief Executive

SUBJECT: Council Plan 2012- 2017: Final Review and Monitoring Report

1 PURPOSE

- 1.1 To present the Council Plan 2012-2017: Final Review and Monitoring Report.

2 RECOMMENDATIONS

- 2.1 Cabinet is asked to note the Council Plan 2012-2017: Final Review and Monitoring Report (as per Appendix 1).

3 BACKGROUND

- 3.1 *'Working Together for a Better East Lothian: The East Lothian Council Plan 2012-2017'* was approved by the Council in August 2012. The Plan set out the Council's aim of creating a prosperous, safe and sustainable East Lothian that will allow our people and communities to flourish. To achieve this aim the Council Plan set out four themes/ objectives:
- **Growing our Economy** – to increase sustainable and inclusive economic growth as the basis for a more prosperous East Lothian.
 - **Growing our People** – to give our children the best start in life and protect vulnerable and older people.
 - **Growing our Communities** – to give people a real say in the decisions that matter most and provide communities with the housing, transport links, community facilities and environment that will allow them to flourish.
 - **Growing our Capacity** – to deliver excellent services as effectively and efficiently as possible within our limited resources.
- 3.2 The Council Plan detailed the actions that would be pursued over the five years 2012-2017, to achieve these objectives.
- 3.3 Progress in meeting the Council Plan objectives and actions has been reported in October 2014 and October 2015.

- 3.4 The appendix to this report provides a final monitoring report on progress in achieving the 2012-2017 Council Plan. Despite difficult financial circumstances faced by the Council, all the commitments made in the 2012-2017 Plan have either been delivered or are at advanced stages of being delivered.
- 3.5 The 2014 and 2015 Council Plan review and update reports detailed some of the key achievements in meeting the Plan in the period 2012 – 2015. Since the last report key achievements have included:

Growing our People

- Over 25 young people supported into job opportunities with local businesses through the Scottish Employment Recruitment Initiative and council funds were used to create paid graduate internships and Modern Apprenticeships
- The Construction and Technology Academy was established in Musselburgh with capacity for 160 places for pupils from East Lothian schools
- The Council supported the creation of the East Lothian Food and Drink Business Improvement District (BID)
- The Council has supported the development of a Master Plan for the former Cockenzie Power Station site which has been the subject of extensive public consultation

Growing our People

- Record low number of children on East Lothian's Child Protection Register in 2015/16 with the total never exceeding 30
- Olivebank received the highest possible grading of 'Excellent' in all four areas of inspection in the latest Care Inspectorate Report
- Attainment and post school participation shows an improving trend over the last few years
- The Council invested over £1.4m in providing a new communications provision for children with additional support needs at Knox Academy
- A Joint Inspection of Older People's Services by the Care Inspectorate highlighted many areas of strength such as outcomes for older people and innovative services

Growing our Communities

- The Council has continued the council house building programme with several new housing developments which delivered 48 new properties in 2015/16 with a further 82 new homes due for completion in 2016/17

- Tendering exercises undertaken by the Council for supported bus services resulted in improved services with better and more frequent service in key routes
- The new waste collection service, centred on weekly food waste collection has made a major contribution to increasing East Lothian's waste recycling rate from just under 43% to over 52%
- The six Area Partnerships received £600,000 additional funding in 2016/17 to support initiatives aimed at reducing the attainment gap
- The Council adopted a proposed Local Development Plan which identifies preferred sites for over 10,000 new homes and business growth

Growing the Capacity of our Council

- Legal and Licensing Services received very good results from a national benchmarking exercise which showed they operate efficiently and cost effectively and have high levels of client satisfaction when compared to other local authorities
- Local Government Benchmarking data shows that the Council performed well in respect of several key indicators including measures of public satisfaction with council services, the % of Council Tax and Business Rates collected and the cost of support services and democratic services
- The Council has established a Transformational Change Programme supported by a dedicated Programme Manager and Project Managers.

4 POLICY IMPLICATIONS

- 4.1 The review of progress in achieving the 2012-2017 Council Plan has shown that much progress has been made in delivering the commitments set out in the Plan to achieve the Plan's four objectives – Growing our Economy, Growing our People, Growing our Communities and Growing the Capacity of our Council.

5 INTEGRATED IMPACT ASSESSMENT

- 5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

6 RESOURCE IMPLICATIONS

- 6.1 Financial – none associated with this report.
- 6.2 Personnel – none associated with this report.
- 6.3 Other – none associated with this report.

7 BACKGROUND PAPERS

- 7.1 Appendix 1: 2012-2017 Council Plan Monitoring Report
- 7.2 Council Plan 2012-2017; East Lothian Council, 28 August 2012
- 7.3 Council Plan – Two Year Review; East Lothian Council, 28 October 2014
- 7.4 Council Plan Update; East Lothian Council, 27 October 2015

AUTHOR'S NAME	Paolo Vestri
DESIGNATION	Service Manager, Corporate Policy & Improvement
CONTACT INFO	pvestri@eastlothian.gov.uk Ext 7230
DATE	3 March 2017

2012 – 2017 COUNCIL PLAN MONITORING REPORT – February 2017

1. Growing Our Economy

	Council Plan Action/ Commitment	What we have done	Has it been delivered?
1.1	Implement the East Lothian Economic Development Strategy 2012-2022 and its action plan to achieve two strategic goals – increase the number of local businesses and increase the number of residents working in East Lothian	<p>The Economic Development Strategy was approved by Council and East Lothian Community Planning Partnership in Autumn 2012. Key achievements to date include:</p> <ul style="list-style-type: none"> • establishment of East Lothian Works and implementation of Developing East Lothian’s Young Workforce (see 1.4) • attracting and supporting major golf tournaments to East Lothian, including the 2013 British Open (economic impact, £17.6m) and the 2015 Scottish Open • organising the Wish You Were There activity and other events to promote East Lothian as a tourism destination • EU Regional Selective Assistance award to Prestonpans, Wallyford, Whitecraig, Cockenzie and Port Seton • developing East Lothian Food and Drink Business Improvement District (BID) • supporting and encouraging the development of land for business • reductions in unemployment claimant count for 18-24 year olds and over 25 year olds • increase in number of jobs per 10,000 adults from 3,393 in 2014/15 to 3,627 in 2015/16 • Increase in the number of businesses per 10,000 adults in East Lothian from 374 in 2014/15 to 394 in 2015/16. <p>In partnership with other local authorities in South East Scotland City Region, the council has supported the bid for an ‘Edinburgh and South East Scotland City Region Deal’ to both UK and Scottish Governments. The City Region Deal is a mechanism for accelerating growth by leveraging in significant government investment. By investing this funding in infrastructure, skills and innovation, economic performance will be significantly improved.</p>	10-year strategy being delivered

1.2	<p>Establish an Economic Forum with business and farming community representatives and further education institutions and engage with local businesses and potential investors in East Lothian to identify how the Council can further support business growth</p>	<p>Following the review of the East Lothian Partnership governance arrangements the Sustainable Economy Partnership was established in 2012 with responsibility three of the outcomes in the Single Outcome Agreement. The Sustainable Economy Partnership, which includes representatives from the Federation of Small Businesses and Chamber of Commerce and Edinburgh College performs the role envisaged of the Economic Forum.</p> <p>The Council supports various groups to support delivery of the Economic Development Strategy and engage with key sectors of East Lothian's economy, including:</p> <ul style="list-style-type: none"> • Attractions Group • Golf Alliance • Food and Drink Hospitality and Producers Group • Festivals Group. <p>In addition, the Partnership and Council have engaged with individual businesses and business people through direct contact and meetings with businesses and events such as 'Business Breakfasts' and 'Open for Business' meetings.</p>	Delivered
1.3	<p>Continue to support the county's farmers and fishing communities through the food and drink and other initiatives and funding programmes</p>	<p>Various food and drink promotion initiatives have been delivered including presence at national Trade Shows such as the Royal Highland Show, producer and supplier engagement events and competitions.</p> <p>Jointly with East Lothian's food and drink producers, the Council developed the East Lothian Food and Drink Business Improvement District (BID); the first of its kind in Europe. The aim of the East Lothian Food and Drink BID is to create a collective identity for local food and drink producers that will enable the development of business opportunities and help build a prosperous and sustainable business sector, as well as market East Lothian as a quality provider of outstanding produce. Following a ballot of eligible businesses the BID was approved and established in June 2016.</p> <p>The Council is working in partnership with Scottish Borders Council to deliver EU Maritime and Fisheries Programme 2014-2020 and with Midlothian Council to deliver EU LEADER</p>	Delivered

		(rural development) Programme 2014-2020.	
1.4	Provide high quality employment pathways for East Lothian's workforce which will support those furthest from the labour market to develop work ready skills and give every young person the opportunity to undertake training, take up an apprenticeship, work experience or a job	<p>East Lothian Works (the Council led, partnership employability hub) was established in March 2013, working in partnership with key employability agencies to provide more targeted and efficient joined-up employability services, focussing on young people through a Skills Centre, bespoke Activity Agreements and Work Experience programmes.</p> <p>In 2014/15 the service used funding from the Youth Employment Scotland Fund to support 163 young people into employment; 107 in the private sector and 56 in the Council (including paid work experience placements, graduate internships and modern apprenticeships).</p> <p>In 2015/16 East Lothian Works made use of the Scottish Employer Recruitment Initiative to support 26 young people into a job opportunity with a local business. The council used existing budgets to create 4 graduate internships, additional Modern Apprenticeships and paid work experience placements within the council. In addition, the Council facilitated 976 work experience placements for school pupils through a combination of one week and flexible placements.</p> <p>Significant progress is being made in implementing the Developing East Lothian's Young Workforce action plan. Positive Destinations (employment, training, education or volunteering) has improved from under 90% to over 93%, although it is recongised that further work is required to improve this stastic yet further.</p> <p>A focus on positive destinations for Looked After Children has been incorporated into Children's Wellbeing strategic and operational plans. Initiatives to support young people into employment and increase their preparedness for work include supporting pupils disaffected with school through the Tots & Teens programme, Activity Agreements, and the development of academies in partnership with QMU and Edinburgh College.</p>	Delivered
1.5	Use the Council's purchasing power through	Community benefits in procurement (CBIP) has been embedded into all appropriate procurement contracts, and resource refocused, to support this. Business interest continues	Delivered

	the use of community benefit clauses to provide opportunities for work experience, training and apprenticeships	to grow in this expanding programme. Key achievements/ activities supported through CBIP include: <ul style="list-style-type: none"> • increasing numbers of work placements for school leavers • over 20 companies actively participating • creation of Modern Apprenticeships • School Career Talks, mock Interviews and CV workshops • Construction and Event Hospitality Design Projects. 	
1.6	Support investment in business start ups and growing businesses, including the construction industry and other key sectors, through interest free loans and other local and national support programmes	The Council operates a number of schemes to support business growth including: <ul style="list-style-type: none"> • East Lothian Investments Ltd Interest-Free start up loans and established business loans and signposting to other forms of grant and loan funding • Business Development Grant • Social enterprise grant assistance • Trade Association Grants • Companies supported into Scottish Enterprise account managed status • Business Gateway advice and start-up loans. 	Delivered
1.7	Identify areas for business opportunities in the East Lothian Local Development Plan and reduce the time taken to determine commercial planning applications through a more efficient and streamlined approach to dealing with all planning applications	The proposed Local Development Plan has been agreed with land identified for business growth The Council has introduced eplanning and ebuilding standards to improve the service provided to applicants. The time taken to determine commercial planning applications has fluctuated depending on the number, scale and complexity of applications. The planning service's annual Planning Performance Framework report has shown improved performance across a range of indicators.	Delivered

1.8	Support and encourage the development of land allocated for business; where appropriate, fund infrastructure to enable sites to be developed to support new jobs and opportunities for strong sustainable economic growth through working with the business sector and agencies such as Scottish Development International to attract inward investment	<p>Through developer negotiations several sites have been considered for mixed use, resulting in opportunities to unlock development on undeveloped or redundant economic land allocations and provide impetus for business development. For example:</p> <ul style="list-style-type: none"> • approval was granted for Gateside East planning application subject to s75 agreement to provide serviced business land and opportunity for ELC to develop if no activity from the developer • ongoing engagement with QMU regarding development of the site at Oldcraighall for a new business and innovation park • eight new business units were delivered at Mid Road Industrial Estate • the Council converted former offices in its Brewery Park building in Haddington for 10 business start up units • masterplanning for the former Cockenzie power station site is nearly concluded, with the generation of employment opportunities a key objective. 	Delivered
1.9	Work with partners and providers to explore how we can improve connectivity, including the roll out of faster Broadband and mobile communications across the county to support and encourage local business and home working	<p>A Broadband strategy was adopted in October 2014. The Council has engaged with the Scottish Government, Community Broadband Scotland and private sector providers to ascertain, and try to resolve demand and supply issues around the roll out of Broadband across the county. The Council has continued to lobby Government and providers for faster roll out and full coverage of broadband and mobile connectivity.</p> <p>It is projected that by the end of 2017 96% of East Lothian will have Fibre Broadband and that 92% of East Lothian will have access to Broadband speeds of at least 24mbps.</p> <p>WiFi has been provided in Haddington and Dunbar Town Centres and various Council offices and premises. A project is underway to extend WiFi provision to other town centres.</p>	Delivered
1.10	Support local companies and build their capacity to ensure they have the opportunity to compete for	The Council provides a range of procurement advice for local businesses including procurement seminars and 1:1 consultancy advice. The Council is a member of the Supplier Development Programme, a national scheme aimed at assisting companies to tender for public sector contracts and any East Lothian business can access bespoke	Delivered

	Council and other public sector contracts	<p>assistance through this scheme. The Council's procurement team has attended Meet the Buyer and Meet the Council events and PQQ training has been given to suppliers along with feedback on draft PQQ completion.</p> <p>During 2015/16 the Council contracted with 506 local suppliers (an increase of 76 from the previous year) with 22% of our spend being with local suppliers and 51% with Small and Medium Enterprises.</p>	
1.11	Work with East Lothian's tourism sector to support appropriate tourism opportunities including sports and cultural events that attract visitors to East Lothian	<p>The Council continues to refresh East Lothian's tourism offer in conjunction with Visit Scotland and local businesses and through grants and sponsorship support to new and existing events. A wide range of sports and cultural events have been supported by the Council including 2013 British Open (economic impact £17.6m) and 2015 Scottish Open, Fringe by the Sea, the Saltire Festival, Lammermuir Festival, the John Muir Festival and the RSPB Big Nature Festival.</p> <p>The Council has supported various tourism promotion events, including the Wish You Were There activity during the Edinburgh Festival. Promotion of the John Muir Way and the John Muir 'brand' has contributed to an increase in footfall in Dunbar town centre.</p> <p>The number of Tourist days – staying visitors increased by over 25% from 1,452,600 in 2012/13 to 1,856,000 in 2015/16.</p>	Delivered
1.12	Work with the voluntary sector to create and develop social enterprises using the Social Investment Fund and other sources of funding and support	<p>The Council has worked with both Social Enterprise East Lothian and STRIVE, the third sector interface, to support the development of Social Enterprises through advice from a dedicated Social Enterprise Business Adviser, direct grant support and/ or signposting to other forms of funding.</p> <p>In 2016/17 22 potential social enterprises were given pre-start up support and advice; six new Social Enterprises were supported to become established; and 2 existing Social Enterprises were given growth funding.</p> <p>Children's Wellbeing supported the establishment of a Public Sector Partnership through</p>	Delivered

		Children 1 st providing family and young people's support services in East Lothian	
1.13	Regenerate East Lothian's town centres through: ensuring that planning decisions made by the Council are sympathetic to preserving the vitality and viability of our town centres; supporting "Shop Local" promotional activity and initiatives that will support the re-opening of empty shops; reducing congestion and improving town centre parking	<p>Town centre regeneration is a focus of the Sustainable Economy Partnership and also of several of the Area Partnerships, which have undertaken 'charrette' exercises to support town centre development planning. Strategies, including the Musselburgh Town Centre Strategy, have been developed and are being implemented. Approximately £500,000 a year has been allocated in the Council's Capital Programme for Town Centre Regeneration.</p> <p>The Council has attracted funding from the Conservation Area Regeneration Scheme (CARS) for Haddington, Tranent, and most recently, Cockenzie.</p> <p>Shop Local promotions have been supported including the Christmas Shop Local, involving over 100 retailers and attracting over 7,000 entries annually.</p> <p>The Council has sought to improve parking in town centres where possible (e.g developing proposals for parking in North Berwick. Following the loss of the traffic warden service provided by the Police the Council instigated proposals to decriminalise parking. A new traffic warden service began to operate in January 2017.</p>	Delivered
1.14	Develop a new Culture and Heritage Plan that maintains the success of community initiatives, tourism opportunities and recent Council investment in infrastructure to support the economic development strategy	<p>A draft of the Cultural and Heritage Strategy and Plan has been produced and forms the basis for development of cultural and heritage services through the arts Service, Museums Service, the John Gray Centre and the Council's partnership with the Brunton Theatre Trust.</p> <p>The Council supports a large programme of arts and cultural events and activities including instrumental tuition, arts festivals, an expanding programme of events and activities at the Brinton Theatre, exhibitions in the John Gray Centre and other facilities including prestongrange Museum. As is shown above (1.11) cultural events such as the Saltire Festival play a major part in the overall economic development strategy and the promotion of East Lothian as a tourism destination.</p>	Partly delivered
1.15	Support Fair Trade County status for East Lothian	Most of East Lothian's towns have Fair Trade status.	Partly delivered

2. Growing Our Communities

	Council Plan Action/ Commitment	What we have done	Has it been delivered?
2.1 Housing			
2.1.1	Implement the East Lothian Local Housing Strategy 2012-2017	The Local Housing Strategy 2012-2017 has been implemented a new local Housing Strategy 2017-2022 is being developed in consultation with stakeholders.	Delivered
2.1.2	Identify sites for house building through the Local Development Plan	Following extensive consultation and assessment of options the proposed Local Development Plan has been agreed with sites for over 10,000 new homes in East Lothian.	Delivered
2.1.3	Use planning and other powers to ensure that new housing developments have the community infrastructure they need to create and support viable, balanced and sustainable communities	Significant improvements to community infrastructure have been and will continue to be delivered through new housing developments, for example: <ul style="list-style-type: none"> • Pinkie Mains - redevelopment of local retail facilities in conjunction with housing development • Lochbridge Road - social housing development included improvements to route of John Muir Way • Major housing and related development approved for Wallyford, including new primary school, community facilities and a commercial centre • Mains Farm - permission for housing development, community facilities, sports provision, commercial and business units. 	Delivered
2.1.4	Support affordable housing initiatives, prioritising the building of sustainable new homes to provide affordable housing	The Local Housing Strategy new build programme has continued to deliver a significant number of affordable home completions. The Council has worked with Housing Associations, private sector house builders and the Scottish Government to offer a range of options to provide affordable housing including council / social rented housing, mid-market rent, shared ownership, shared equity and subsidised properties for first time buyers.	Delivered

	of all tenures (social rent, mid-market rent, shared ownership, shared equity and sale) and help first time buyers and young people to enter the housing market	Between 2012/13 and 2015/16 over 420 affordable homes were built by the Council and Housing Associations. In 2015/16 these included 48 new Council houses at Pinkie Mains, Musselburgh, Monktonhall Terrace and Rotary Court, Dunbar. A further 235 Council, Housing Association, mid-market rent or Discounted houses for sale are projected to be completed in 2016/17.	
2.1.5	Re-introduce and review the provision of loft conversions and extensions	<p>Provision for loft conversions has been re-instated, enabling families to remain in their community rather than be forced to move outwith the area.</p> <p>The Council has continued to invest in its modernisation programme and provided a day-to-day and emergency repairs service to tenants. In 2014/15 and 2015/16 it provided 917 new kitchens and 753 new bathrooms. Customer satisfaction rates for new bathroom and kitchen installations were 97% and 95%. In 2015/16 the Council undertook 15,262 domestic day-to-day repairs and 9,727 domestic emergency repairs. The Council improved its average turnaround time for both categories.</p> <p>There is ongoing demand for medical adaptations to allow members of the household to live independently in their own home. Since 2012 ELC has completed 405 major medical adaptation works at a cost of just under £2m. This is in addition to minor works such as grab rails, door handles etc.</p>	Delivered
2.1.6	Introduce sustainable, fair allocation policies to support balanced communities	The allocations review was completed and approved by Council along with several local lettings plans.	Delivered
2.1.7	Provide additional supported tenancies for young and vulnerable people	Housing and Children's Wellbeing teams have worked together to develop suitable housing options and opportunities for vulnerable young adults, including Looked After young people; for example, the Blue Triangle / Mill Hill Flats which accommodate four formerly looked after young people in Musselburgh.	Delivered

2.2 Transport			
<p>2.2.1 / 2.2.2 / 2.2.3</p>	<p>Implement the East Lothian Local Transport Strategy and lobby public transport providers and the Scottish Government to improve the quality and accessibility of road, rail and bus links and services across East Lothian, and to support community transport initiatives</p> <p>Work with local bus operators to improve services across the county and aim to use the Council's share in Lothian Buses to help secure an expanded service</p> <p>Actively support improvements to rail services in East Lothian, including: a better service between Edinburgh and Dunbar/Berwick; the re-opening of East Linton station; a rail halt at Blindwells; and, better car parking at the county's stations</p>	<p>A Transport Strategy is being produced which takes into account the transport infrastructure requirements of the new Local Development Plan.</p> <p>The Council has lobbied for, and supported the provision of a new railstop at East Linton and is providing match funding required to attract investment from the Scottish Government. The Council has continued to lobby for improvements to the East Coast main line and services and to services on the North Berwick to Edinburgh route. A Community Rail Partnership (CRP) was established for East Lothian. The Partnership works with local community groups and businesses, as well as the rail industry to encourage more local people and visitors to use trains. The East Lothian CRP is able to access funding for improvements to local stations and extensions of station car parks (e.g. Dunbar, Drem and Longniddry).</p> <p>A Bus Forum was established to support dialogue between the Council and bus operators which has led to improvements in bus services and the agreement of the Charter. The tendering exercise undertaken by the Council for supported bus services (non-commercially viable routes that require Council subsidy) in 2015 resulted in improved services with better and more frequent services in key routes. Greater provision of commercially operated bus routes around the county means that supported bus services are no longer required in some areas. This has allowed resources to be deployed in other areas instead, giving the public a wider coverage and better overall access to public transport. The new supported bus services have been a great success especially the link to Edinburgh Royal Infirmary where passenger numbers have increased every month since the start.</p> <p>In mid-2016 First Bus, the main commercial bus operator in East Lothian announced it would cease operating in East Lothian. The Council supported the development of a new service provided by Lothian Region Transport which started operation in East Lothian in August 2016 to replace most of the services operated by First Bus. Other operators (Prentice and Perrymans) have also increased frequency or commenced commercial routes in the area.</p>	<p>Delivered</p>

		The Council is supporting a pilot local community bus operation from Humble to Haddington. The service, which commenced in August 2016. The pilot is being monitored to see if this model can be extended to other communities.	
2.2.4	Lobby for dualling of the A1 east of Innerwick and junction safety improvements	The Council has supported the cross council group pressing for improvements to the A1. There has been active political engagement in support of the group's lobbying for improvements that are part of the plan to bring long term growth to East Lothian and South East Scotland.	Delivered
2.2.5	Introduce measures to reduce speeding, including 20mph speed limits where these are supported by residents	Several 20mph speed limit areas have been piloted and are being made permanent. The Council pioneered the implementation traffic restrictions around schools, with the first pilot carried out in Haddington, an approach that has been replicated by other Scottish local authorities.	Delivered
2.2.6	Protect the roads maintenance budget to ensure that all local roads are maintained to a very high standard, and surface water drainage is improved to help prevent flooding	The roads maintenance budget in the Capital Programme has been maintained with capital allocations totalling £16.15m in the three years, 2014 – 2017 with a further £16.25m allocated in the following three years, 2017 – 2020.	Delivered
2.3 Communities			
2.3.1 / 2.3.2	Establish Local Area Partnerships for all six areas of East Lothian to give local communities, Community Councils and	A framework for establishing Area Partnerships was approved and six Area Partnerships were established in 2014. All six Partnerships have established core memberships and independent chairs and have developed Area Plans aligned to the Single Outcome Agreement. Area Partnerships have contributed to consultations on the Main Issues Report/ Local Development Plan, the draft Health & Social Care Partnership Strategic Plan and local	Delivered

	<p>local groups more say in local services and to develop Local Community Plans that will influence the achievement of the Community Planning Partnership's Single Outcome Agreement (SOA).</p> <p>Devolve decision making and budgets starting with allocating a £100,000 budget for each secondary school cluster</p>	<p>Police Plans.</p> <p>The Council devolved a total of £1.25m in 2015/16 (and subsequent years) to the six Area Partnerships from three funding streams:</p> <ul style="list-style-type: none"> • £600,000 for services provided by the Council's Amenities Services • £300,000 for roads capital expenditure • £350,000 for non-recurring general services priorities. <p>Projects and initiatives that were funded and supported by Area Partnerships through this funding in 2015/16 included:</p> <ul style="list-style-type: none"> • Traffic calming measures; improvements to paths and cycleways and public spaces; other initiatives to support and encourage 'Active Travel' • Facilities and activities for young people such as skateparks and motorcycle projects • Older people's network to support dementia friendly activities in North Berwick. • Educational activity and counselling services around drug and alcohol misuse. <p>From 2016/17 Area Partnerships have been given £600,000 (equivalent of £100,000 per secondary school cluster) for projects or initiatives that contribute to increasing attainment and achievement, to be allocated in consultation with head teachers.</p>	
2.3.3	<p>Keep public services as local as possible and explore the further integration of Council and other public services at Local Area level, ensuring that locality planning arrangements are integrated with the work of Local Area Partnerships</p>	<p>Four Area Managers have been appointed to support Area Partnerships, the delivery of Area Plans and the co-ordination of local services</p> <p>Integrated working between customer services and libraries has improved the delivery of services to the public from Council offices, in particular where these have been co-located – Bleachingfield, Dunbar and George Johnstone Centre, Tranent</p>	Delivered

2.3.4	Build community capacity and support local civic events, voluntary, community and social enterprise organisations across all communities in East Lothian	<p>Community Learning and Development has delivered a range of capacity building training and development initiatives for community organisations.</p> <p>The Council supports a significant number of local community events, including Galas, music events, Dunbar Civic Week and the 3 Harbour Arts Festival.</p> <p>The Saltire Awards and Young People's volunteering are being used to build young people's capacity. In 2015/16, there were 202 Dynamic Youth Awards across East Lothian. Knox Academy won the Inter-schools trophy for the most pupils achieving a Saltire certificate. A Saltire Awards celebration event, organised by young volunteers themselves, was held in Haddington Corn Exchange (March 2016) attended by young people and their parents where almost 100 certificates were presented.</p> <p>The Council has supported and worked with Strive, the third sector interface to support volunteering and the voluntary sector and the development of Social Enterprises (see 1.12 above).</p> <p>The Council's Emergency Planning Manager has supported several Community Councils to develop local resilience plans that prepare communities for severe weather and other emergency situations.</p>	Delivered
2.3.5	Support and celebrate diversity in our communities	The Council has supported events, such as Multi-cultural Day, Black History Month and Holocaust Remembrance Day to highlight the importance of, and celebrate diversity in, our communities.	Delivered
2.3.6	Support the Transition Towns initiative across all East Lothian's towns as a means of developing resilient communities	<p>Dunbar and Musselburgh are Transition Towns.</p> <p>The Council has supported various initiatives to increase the resilience of the county's six towns (see 1.13 above).</p>	Delivered

<p>2.3.7</p>	<p>Implement the Asset Management Strategy to maximise use of existing resources and engage with partner organisations such as the NHS to achieve best value from local assets, including possible use or sale of surplus land and property for housing development</p>	<p>A Council Asset Management Strategy and an East Lothian Partnership Joint Asset Management Strategy have been approved.</p> <p>The release of NHS assets to support Partnership priorities such as affordable housing is dependent on Government policy on maximising revenue from sale of surplus assets.</p> <p>The Council has been working closely with Police Scotland on a proposal to co-locate police from Haddington Police Station to the former Court Buidling and John Muir House.</p> <p>The multi-agency East and Mid Lothian Public Protection Unit, which brings together officers working across both councils and police officers is based at the Brunton.</p> <p>The new Torness Offsite Coordination Centre has been re-located from the former Cockenzie Power Station to Penston House.</p>	<p>Delivered</p>
<p>2.3.8</p>	<p>Explore opportunities for imaginative and flexible use of facilities, including community use of school buildings outwith school time and reviewing opening hours of community facilities with a view to increasing activities by young people</p>	<p>Public use of East Lothian’s libraries continues to increase, in particular in the new shared facilities at John Gray Centre (Haddington), Bleachingfield (Dunbar) and George Johnstone Centre (Tranent). As well as providing the traditional book lending service our libraries have continued to extend the services they provide including access to computers and wifi for people who want to access the internet. Libraries have also become essential facilities for people who need support and advice in applying for Universal Credit for which East Lothian became a pilot area for the new Digital full service, whereby people can only apply for, and receive information about, their Universal Credit claim on-line.</p> <p>Some local initiatives to increase use of facilities by young people have been developed, for example, Tranent Colts have been given access to Sanderson’s Wynd Primary Sschool changing facilities out of hours.</p> <p>The ‘Face-to-Face Services’ review included recommendations to make better use of Council buildings and to share buildings where appropriate. Further work is required on developing community use of school buildings and community facilities.</p>	<p>Partly Delivered</p>

2.3.9	Explore community ownership and control of local facilities where appropriate	<p>The management of several Community Centres has been transferred to community management committees.</p> <p>The Council has explored options for community control or ownership of other facilities such as Haddington Corn Exchange,</p>	Delivered
2.3.10	Develop a new sports development strategy including extending provision at the Meadowmill Sports Centre and providing sporting pathways within the County for our young people	<p>Meadowmill Sports Centre has been refurbished.</p> <p>Over the last few years East Lothian has seen continuous development of the ' Active Infrastructure' across the County . This has included – Tennis courts across multiple sites; 3G pitches at North Berwick, Prestonpans and Dunbar; 2G Pitch resurfacing at Pinkie, Musselburgh, Haddington; and the new hockey pitch at Meadowmill.</p> <p>A significant amount of new and refurbished paths across the county have been undertaken many with the support of levering over £2m external funds to enhance East Lothian's Active Infrastructure to support a Healthier East Lothian.</p> <p>East Lothian Council has continued to provide sporting pathways within the county through its sport development and Active schools structure. The opportunity to participate and play and where appropriate progress into district, regional and national programmes is well serviced with East Lothian having positive representation and regional and national levels. Almost a quarter of the medals won by Scotland at the 2014 Commonwealth Games were won by sportsmen and women from East Lothian.</p> <p>Active Schools in East Lothian continues to offer a wide range of opportunities for pupils and programmes are well serviced with over 600 volunteers supporting activity across the County. East Lothian operated 10% above the national average for activity in 2015/16 Academic year.</p> <p>Sports Hubs have been established in each East Lothian town.</p>	Delivered

2.3.11	Work with the new single police force to establish effective local scrutiny and engagement arrangements which will maintain a strong police presence in our communities by continuing to support initiatives such as the Police Initiative Teams in order to reduce anti-social behaviour, crime and fear of crime	<p>The Council works in partnership with Police Scotland on an on-going basis. It continues to support Police Initiative Teams and works with Police Scotland in delivering the Anti Social Behaviour Strategy and to target specific anti-social behaviour hot spots. Elected members and the Council's anti social behaviour team participate in Community and Police Partnerships in each of the multi-member wards.</p> <p>Overall, anti-social behaviour and crime has reduced since 2012 and public surveys have recorded that fear of crime has reduced.</p> <p>A new Police, Fire and Rescue and Community Safety Scrutiny Committee was established in 2016 to provide scrutiny of the new single police force and fire and rescue service. The Council, Police Scotland and the Scottish Fire and Rescue Service are key partners along with representatives from the East Lothian Tenants and Residents Panel and Association of Community Councils on the Safe and Vibrant Communities Partnership.</p>	Delivered
2.4 Environment			
2.4.1	Implement the East Lothian Environment Strategy and the Council's Carbon Management Plan, reducing carbon emissions in line with national targets	<p>The Council continues to monitor its carbon emissions and is focussed on reducing these carbon emissions through better asset management including:</p> <ul style="list-style-type: none"> • fitting solar panels to council buildings including the Kinnegar center and some schools. This has helped to reduce the Council's Carbon Footprint by over 180 Tonnes CO2 per annum, producing over 400,000 KWHrs of electricity and a financial saving of over £60,000 per annum to the Council. • Installing a combined heat and power system in the new Crookston care home. • replacing 60% of street lighting lanterns with LED. <p>The Council's Carbon Management Plan has resulted in emissions associated with operational activities having reduced by more than the 25% target set in the Plan.</p> <p>In order to improve air quality the Council declared an Air Quality Management Area (AQMA) and developed an air quality action plan for Musselburgh High Street.</p>	Delivered

<p>2.4.2 / 2.4.3</p>	<p>Meet the Council's recycling targets and investigate ways of dealing with collected material locally including development of renewable energy sources such as bio-mass</p> <p>Bring forward plans to modernise waste collection services to take account of new legislative requirements relating to collection of food waste including free special uplifts</p>	<p>In order to meet the new waste recycling target and new legislative requirements the Council adopted an ambitious Waste Strategy in June 2014. Weekly food waste collection and fortnightly refuse and recycling collections were introduced in April 2015.</p> <p>Every household now has access to weekly food waste collection, fortnightly glass, cans, plastics, paper and cardboard recycling, fortnightly garden waste collections and fortnightly residual/non recyclable waste collection. It also meant that a dedicated trade waste collection service including recycling was rolled out to our 1500 trade customers.</p> <p>The new service has made an important contribution to increasing East Lothian's recycling rate (the percentage of household waste that is recycled) by almost 10% in one year; from 42.7% in 2014/15 to 51.4% in 2015/16. At the same time we have also seen a significant increase in use of recycling centres.</p> <p>The free special uplift service was re-introduced in 2012.</p>	<p>Delivered</p>
<p>2.4.4</p>	<p>Explore options for taking stronger action to reduce the problem of dog fouling</p>	<p>Arrangements for dealing with dog fouling at a county level are monitored and, where required, further action such as publicity campaigns and targeted intervention has been taken in particular problem areas.</p>	<p>Delivered</p>
<p>2.4.5</p>	<p>Seek investment from the Scottish Government and take action to protect East Lothian from flooding and coastal erosion</p>	<p>The Local Flood Risk Management Plan, which includes Flood Protection Schemes (FPS) for Musselburgh and Haddington and further flood studies in various locations in East Lothian was approved by Cabinet in May 2016.</p> <p>The Scottish Government will contribute 80% of the cost of FPSs. Provision for the Council's contribution towards the Musselburgh FPS (current estimate almost £2m) has been identified in the Capital Programme. Provision for the Haddington FPS and other Flood Protection Studies identified in the Flood Risk Management Plan will be required in future years subject to confirmation of contributions from the Scottish Government.</p>	<p>Being delivered</p>

2.4.6	Ensure the quality and character of East Lothian's natural environment is preserved and enhanced through a range of measures	<p>Ongoing work to protect East Lothian's natural environment is undertaken through Landscape and Countryside services.</p> <p>The Council has supported local 'In Bloom' groups which have been successful in achieving Scotland In Bloom awards for Haddington and North Berwick.</p> <p>The Council is investing in improving facilities in and around our coastal car parks.</p>	Delivered
2.4.7	Work to ensure stricter regulation on the siting of wind turbines	A new policy framework was established to addresses all types of wind turbine developments within the Council's decision making powers. Councillors have been supportive of the guidance and the decisions stemming from it. Issues have arisen where developers have appealed to Scottish Ministers and Reporters have given little weight to the guidance in decisions.	Delivered

3. Growing Our People

	Council Plan Action/ Commitment	What we have done	Has it been Delivered?
3.1	Implement the Integrated Children's Service Plan	<p>A new Integrated Children and Young People's Service Plan was produced in 2015.</p> <p>New governance arrangements for Services for Children were established, based on a Children's Strategic Partnership and seven thematic multi-agency Planning & Delivery Groups.</p> <p>In 2015/16 there was a record low number of children on the Child Protection Register, with the total never exceeding 30. The rate per 1,000 (0-15 pop.) of 1.3 during the year was considerably below the national average rate of 3.2.</p>	Being delivered
3.2	Continue to increase educational attainment and ensure that the	Overall attainment and post school participation in East Lothian shows an improving trend over the seven year period to 2016. A report on the SQA attainment in 2016 was presented to the Education Committee (20 th September 2016). Results were either maintained or	Being delivered

	<p>Council has a resource strategy to implement the Curriculum for Excellence, protect school budgets, reduce the number of composite classes and protect rural schools</p>	<p>show an improvement over the previous year's results at most levels, for example:</p> <ul style="list-style-type: none"> • pass rates for National Qualifications 2 to 4 remain consistent at 100% in East Lothian in 2016 • 76.8% of National 5 entries in 2016 passed with an A-C award, a slight drop on last year's rate of 77.5%; however, 32.4% passed at Grade A (Band 1 or 2), a 0.8% improvement on the previous year • Higher pass rates in 2016 are at the highest level since 2012 at 77.9% and there were marked improvements in the percentage of passes in Higher English (82.2%) and Higher Maths (76.4%), all above the 2016 national rates • the percentage of passes at Grade A in Higher English rose to 25.8%, the highest rate in five years in East Lothian • the percentage of passes at Grade A in Higher Maths also increased to its highest rate from 20.8% last year to 32.4% this year • Advanced Higher passes dropped by 2.6% from 82.6% in 2015 to 80.0% in 2016. However, this has to be set against higher presentation levels and young people possibly achieving an award and unit awards at this level, which are not included in these figures • the percentage of S5 pupils gaining 5 or more Highers increased by 0.5% and shows an improved long term trend from 13.7% in 2012 to 15.7% in 2016 • the percentage of S6 pupils gaining 1 or more Advanced Higher increased by 2.6% to 21.7%, its highest rate in 5 years, again showing an overall improved trend in East Lothian since 2012. <p>Overall, attainment and post school participation in East Lothian shows an improving trend over the seven-year period to 2016. East Lothian's performance in 2016 is typically higher than the national trend with the exception of the percentage of school leavers in positive destinations and Literacy and Numeracy at SCQF levels 5 and 6. Further improvements still need to be made in Literacy and Numeracy at SCQF Levels 5 and 6 or better, and</p>	
--	---	---	--

		<p>overall in the middle 60% attaining grouping, to bring East Lothian's performance more in line with its 'Virtual Comparator'.</p> <p>The Council's Library service continues to work with parents and schools to promote reading through class visits, the Lennox Author Award, homework clubs and via the national Summer Reading challenge during the summer holidays. After a big increase in 2014/15, the number of class visits to libraries in 2015/16 remained stable, while the number of Bookbug session for babies and pre-school children increased significantly.</p> <p>In December 2015 the Council allocated £1,000 to literacy co-ordinators in each school cluster to support the further development of reading and literacy skills. This additional funding was used to support raising literacy skills within contexts specific to each cluster. For example, in Musselburgh a whole community approach was adopted ('Reading is Braw') where the focus is on all members of the community engaging with, and promoting reading in, a wide range of settings.</p> <p>In 2015/16, £2,000 was provided to each school cluster to deliver cluster based 'Numeracy Academies', and support Professional Learning to develop pedagogy to improve attainment in numeracy in East Lothian.</p> <p>School budgets have been protected. There have been no proposals to close any East Lothian school. Composite classes are kept to a minimum.</p> <p>The Council has invested over £1.4m on a new specialist facility for children with significant additional support needs; The new provision, Meadowpark, at Knox Academy, which opened in August 2016, includes extensive specialist facilities including sensory room, activities room, Life Skills flat, therapy room and Food Court.</p>	
3.3	Take advantage of technological opportunities for senior pupils to access a wider range of subjects	Following the successful Bring Your Own Device pilot, a new Connected Learning Network is being rolled out to all schools to support this initiative. Currently all six secondary schools and 22 primary schools have been completed. The remaining primary schools are scheduled to be completed during the 2017/18 academic year.	Being delivered

	at their own school	The most notable improvement in the 2015/16 Student Evaluation of Experience (SEE) survey of pupils in P6 and S2 was in the number of pupils agreeing that, 'they use the school website to help in their learning' (increase of 5.4%).	
3.4	Develop the partnership with Queen Margaret University and the Further Education colleges to develop the Academy model and provide vocational training spaces in all secondary school	<p>The successful Tourism and Hospitality Academy model has been used as a model for rolling out to other areas and other subjects including Creative Industries, Food Science, Health & Social Care.</p> <p>In partnership with Edinburgh College and with financial support from the Scottish Futures Trust, the Council has established a Construction and Technology Centre in a former council building in Musselburgh to help address a skills shortage in the construction sector. Introductory construction trades courses and new Foundation Apprenticeship in civil engineering will be delivered, with input from the construction industry to ensure courses are relevant and likely to lead directly to employment for students. The Centre opened in August 2016 and in future years will have capacity to offer 160 places.</p>	Delivered
3.5	Fully support the development of early intervention, including: delivering family interventions that strengthen families so that children can safely stay with them; rolling out the Support from the Start model across East Lothian through cluster based engagement with local people and groups; and, beginning an ambitious programme to develop	<p>The Children's Wellbeing service meets its duties and responsibilities to:</p> <ul style="list-style-type: none"> • Protect and support children and families in or 'on the cusp' of care • Meet statutory and legal obligations • Improve the long-term life chances of children and young people who have a disability or a 'looked after' by East Lothian Council. <p>The Council continues to support Support from the Start and other initiatives, including the development of a local parenting pathway in each cluster area to ensure equality of access to parenting support.</p> <p>The Council and partners set up a Total Place Pilot focussing on Vulnerable Families in Muselburgh. This has resulted in the development of a new Families Focus Service which will provide an innovative, early intervention multi-agency service for very vulnerable children and families.</p>	Delivered

	children and families services in the community across East Lothian	Olivebank, the targeted Early Years Family and Childcare Service, transferred from Education Services to Children's Wellbeing in January 2014. In partnership with Children 1 st the Council has invested resources in outreach work to supplement the Centre's services. This ensures co-ordinated support and intervention services for the most vulnerable families with very young children. The Centre received the highest possible grading of "Excellent" in all four areas of inspection in the last Care Inspectorate report.	
3.6	Implement the agreed approach to kinshipcare	<p>A new Kinship Care and Fostering Strategy was agreed in April 2013 and increased payments to Foster Carers and Kinship Carers were implemented in summer 2013. Kinship placements have increased. However, due to continuing problems in recruiting enough foster carers and adopters the Council mounted a major campaign to recruit more fostering and adopting parents in 2016</p> <p>In East Lothian, Looked After Children are increasingly being looked after in a community setting rather than in residential care. The use of foster care, the largest group within community care, leads to better outcomes for children and comes at a far lower cost than residential care. East Lothian Council is making greater use of home supervision, formal kin care (where children are legally placed in the custody of friends or relatives) and informal kin care arrangements.</p> <p>The East Lothian Champions Board provides a platform for care experienced young people to have their voices heard and an opportunity to influence policy and practice at a strategic level. The Champions Board was successful in its bid to the Life Changes Trust for a total of £224,000 over three years. The funding will support the Champions Board to bring about transformational change in the lives of care leavers.</p>	Delivered
3.7	Ensure women and children who experience domestic violence have access to specialist services and support	The East and Midlothian Public Protection Office has been established. This streamlines organisational and governance arrangements across adult protection, child protection and violence against women through a single Public Protection Committee. A multi-agency Public Protection Team brings together officers across the various agencies involved in public protection.	Delivered

		Police Scotland report every incidence of Violence Against Women / housecall where children have been in the family and these reports are reviewed weekly by the Multi-Agency Screening Group (MASG). Midlothian Women's Aid links into MASG and offers support to women and children who have been victims of domestic violence.	
3.8	Develop equitable early years and nursery services to provide nursery places for all 3 and 4 year olds and work towards meeting parental choice	<p>The Council has delivered 600 hours early learning and childcare provision for 3 and 4 year olds and 'priority' 2 year olds. Work has begun to develop proposals to meet the new commitment from the Scottish Government to extend this offering to 1140 hours a year.</p> <p>The Education Service's focus on early years in 2015/16 included:</p> <ul style="list-style-type: none"> • promoting, publicising and supporting parents in accessing and taking up nursery provision for 'Priority 2s' (2-year olds in families where one or more parent is unemployed) leading to 154 applications (2015-16) with 135 2-year olds being allocated a place, predominantly in Partnership Centres • continuing to invest in high quality early learning and childcare provision across a range of settings to ensure the best outcomes for children & young people; opening a third Tots & Teens provision at Musselburgh Grammar to compliment the childcare modules undertaken by pupils. • opening of new nursery provision in Prestonpans. • developing a Play Strategy to ensure play is woven into Council policies; acknowledging the importance of play for children of all ages. • co-ordinating and supporting the roll out of phase two of the Early Development Instrument (EDI) Study and using the results to inform planning of both universal and targeted supports for parents and young children. 	Delivered

<p>3.9</p>	<p>Update the Older People's Strategy and develop a new integrated early intervention services model to build on the success of our response and rehabilitation service to continue to shift the balance of care through developing community based options and maximising opportunities to live independently for as long as possible</p>	<p>The Health & Social Care Partnership's Strategic Plan that incorporates the Older People's Strategy was adopted following extensive engagement with stakeholders. The Plan has a focus on providing a balance of care that aims to ensure people remain in their own home and communities for as long as possible.</p> <p>In 2015/16 East Lothian's health and social care services were the subject of a Joint Inspection of Older People's Services by the Care Inspectorate. The inspection's report (June 2016) highlighted many strengths in services for older people in East Lothian, in particular: outcomes for older people; innovation in services such as ELSIE and Crookston Care Home; focus on maintaining older people at home; staff experience; public engagement; public protection; strategic planning; and, leadership and management.</p> <p>The inspection also identified areas for improvement, including: delayed discharge; anticipatory care planning; carers assessments; capacity in home care; post diagnostic support in dementia; timely needs assessments and service provision; reviews of care and support; staff absences; and financial stability.</p> <p>The Health & Social Care Partnership has established a delayed discharge task group (reporting directly to the Integration Joint Board), which is developing priorities for reducing delayed discharge, including:</p> <ul style="list-style-type: none"> • additional assessment capacity • payment of the living wage for staff in care homes and home care providers • close working with home care providers to try to fill the demand for care at home services • the opening of 20 step down beds at Crookston Care Home. <p>The Health and Social Care Partnership has been working actively to address the problem of delayed discharge through early intervention measures such as the establishment of the Hospital at Home service which has expanded into a responsive 7 days a week service, and establishing ELSIE (East Lothian Service for Integrated care for the Elderly) to improve our capacity to prevent admissions to hospital.</p>	<p>Delivered</p>
-------------------	--	---	-------------------------

3.10	To meet the growing demand for home care services we will work with the voluntary sector and encourage the creation of social enterprises to work together with commercial home care services to enhance the quality, standards and choice and capacity of care available to East Lothian residents	<p>The Council collaborated with Social Enterprise East Lothian to support the establishment of a Social Enterprise to provide home care services.</p> <p>The Council completed a procurement exercise with the aim of delivering on outcome focused support for people who require help to live at home and provide increased capacity within East Lothian's care at home services. However, continuing problematic market conditions in the home care sector has contributed to shortages of home care staff and home care providers to meet the demand for care packages.</p> <p>The Community Response and Community Access Teams continue to support people staying in their own homes with rapid response to Community Alarm/ Telecare activations and requests for aids and adaptations.</p>	Delivered
3.11	Modernise adult day services led by users and guarantee personal development plans for all vulnerable adults	<p>The Council created a new Hub for people with a range of needs in Fisherrow, Musselburgh. This provides increased opportunities for access to education, training, employment and social activity.</p> <p>The Council has worked closely with service users to provide personal development plans and support, and engaged with external providers to look at how that these can be provided. Individual plans are being introduced as part of the self directed support assessment.</p>	Delivered
3.12	Provide high quality respite opportunities for carers and users of care services	<p>Respite services for older people have been enhanced by the purchasing of places within the private sector, thereby offering different choices for support and care. A new respite unit (Potters Path) for people with a disability was opened as a replacement for a service that could no longer be sustained and is offering respite to people with complex needs.</p> <p>The Council has produced a strategy and action plan for delivery of respite services which will introduce a respite bureau which will allow people to "book" their choice of respite through one central position.</p> <p>The approach to respite will be refreshed as part of the delivery of the Health & Social Care Partnership's Strategic Plan.</p>	Delivered

3.13	Promote opportunities for Healthy Living throughout East Lothian	The Council and health service has worked closely together to develop a Physical Activity Strategy as the basis for developing opportunities for healthy living through East Lothian. Also, the Council has supported the development of the Ageing Well service and related activities such as the award winning sporting memories project at the John Gray Centre.	Delivered
3.14	Continue to plan for the introduction of a Health and Social Care Partnership and further develop opportunities with NHS Lothian for integrated service provision to protect local health care services and ensure East Lothian residents have access to local health facilities	<p>The Council approved an integration scheme in March 2015, which set out how NHS health services will be integrated with Council social services. Integration of health and social care services is intended to provide a better service by improving joint working and the allocation of resources between health and social care.</p> <p>The Integration Joint Board (IJB) was established and met for the first time in July 2015. The IJB's membership is made up of equal number of voting members nominated by East Lothian Council and NHS Lothian and non-voting members representing various stakeholder interests including carers, the third sector, the independent sector, service users, staff and trade unions. The IJB has established effective governance and financial management arrangements and strategic planning and performance frameworks.</p> <p>During 2015 the IJB consulted extensively on its draft Strategic Plan which was formally adopted in January 2016.</p>	Delivered
3.15	Implement the Tackling Poverty Strategic Plan, increase access to welfare and money advice and to Credit Unions in East Lothian and seek to minimise any potentially negative impacts from the UK Government's welfare reforms	<p>Tackling poverty and promoting equality are key overarching priorities for the Council. A key focus of the Council's approach to tackling poverty has been to continue mitigating the impact of welfare reform in East Lothian. This has involved</p> <ul style="list-style-type: none"> • the delivery of the Scottish Welfare Fund paying Community Care Grants and Crisis Grants coupled with the administration of the available funding has assisted many East Lothian households in sustaining their independence during times of increasing financial hardship • distribution of Discretionary Housing Payments to mitigate the impact of Housing Benefits under occupancy • collaboration between the Welfare Reform Task Group (Council and DWP group to 	Delivered

		<p>oversee the actions to mitigate the impact of welfare reform) and the Welfare Reform Reference Group (a wider group of partners and third sector groups)</p> <ul style="list-style-type: none"> • partnership working between the Council and Job Centre Plus/DWP to support vulnerable people who are affected by the rollout of Universal Credit in East Lothian • implementing the Digital Inclusion Strategy and Action Plan to improve access to digital services for people who may be otherwise excluded (e.g. provision of broadband and access to computers in community centres and libraries) • joint funding for a Macmillan Welfare Adviser and additional Tenancy Support Officers • a new single contract for advice services with the East Lothian Advice Consortium, which replaced Service Level Agreements and project funding for Haddington and Musselburgh CABx and Carers of East Lothian • supporting Capital Credit union providing a public service from Aldhammer House, Prestonpans • lobbying the UK and Scottish Governments for action to mitigate the most damaging aspects of Universal Credit. <p>The Council established the independent East Lothian Poverty Commission in 2016. The Commission's report and recommendations will form the basis for a new Poverty Action Plan.</p>	
3.16	Oppose any plans to close Haddington Sheriff Court	The Council played a leading role in opposing the proposal to close Haddington court, through appropriate representations to the Scottish Court Service, the Scottish Parliament Justice Committee and the Cabinet Secretary for Justice. The Council also joined with local stakeholders such as the Haddington Citizens Advice Bureau and the Faculty of Local Procurators, to resist closure. Despite this activity, the Scottish Court Service decided to close the court from January 2015.	Delivered, although the Court Service decided to close the Court

4. Growing Our Capacity

	Council Plan Action/ Commitment	What we have done	Has it been Delivered?
4.1	Implement the Council's Improvement Framework to pursue 'continuous improvement' in the delivery of services and ensure that waste, bureaucracy and administrative costs are minimised so that funding is ploughed into front line services and the Council provides the highest quality of services	<p>As part of the Council's rolling 3-year budget ambitious target have been set for efficiency savings. Between 2013 and 2017 the Council budgeted for a sum of around £24m in combined efficiency measures, savings and increased income. Progress against these planned reductions has been reported to Cabinet each quarter with an annual efficiency statement also made to the Scottish Government.</p> <p>Within this programme of efficiencies, the Council applied a stringent Efficient Workforce Management Plan that delivered significant savings in staffing budgets and Worksmart and Buysmart programmes that delivered savings in administration and supplies and services spending.</p> <p>The Council's external auditors have reported that the Council has sound and well established governance arrangements that ensure effective scrutiny and challenge. Despite the continuing challenging operating environment, the Council performed well ahead of the budget in recent years and has delivered better than anticipated financial results year on year. Sound budgetary processes are supported by a strong internal control environment. The Council has a well established self improvement framework and procedures for ensuring Best Value.</p> <p>In 2015/16 the Council was the top collecting Scottish local authority for Business Rates and 4th for collecting Council Tax. Current tenant rent arrears fell by 9.86% in 2014/15 and by 7.75% in 2015/16. The Council's Revenues team was Highly Commended in the Revenues Team of the Year category of UK IRRV Performance Awards in 2015.</p>	Delivered
4.2	Implement the strategies that support the Improvement Framework; including; People Strategy;	<ul style="list-style-type: none"> A People Strategy 2012-15 was approved in January 2012 and formed the basis of the Workforce Development Strategy and Plan which has been delivered through various staff training and development programmes. For example, the Council now has 90 CSPQ graduates – 7% of the total graduates in Scotland. The Council gained Investor In 	Delivered

	<p>Asset Management Strategy; Risk Strategy; Customer Contact Strategy; IT Strategy; Procurement Strategy; and, Consultation and Engagement Strategy</p>	<p>People accreditation in 2014 and is in the process of gaining Investor in Young People accreditation.</p> <ul style="list-style-type: none"> • The Asset Management Strategy has formed the basis for a focussed and strategic approach to driving maximum benefit from the Council’s physical assets. For example, the Council consolidated office space in and around Haddington which allowed several Council buildings to be sold or leased. EDF Energy located its new Torness Offsite Co-ordination Centre in council offices at Penston. The Council converted former council offices in Brewery Park into 10 business units for rent to local businesses. • The Council has adopted a Risk Strategy which was reviewed and revised in January 2017. Council and Service Risk Registers have been developed and are reviewed annually by Cabinet and the Audit & Governance Committee respectively. • The ‘Face-to-Face Services’ review resulted in an improved integrated customer service. The Contact Centre has taken on responsibility for dealing with public contact for additional services, including Property Maintenance and care services. • The Council’s IT strategy was refreshed and implemented. A Digital Strategy to take council services into the ‘Digital age’ has been prepared. • The Procurement Strategy has been progressed along with a Procurement Improvement Programme (PIP). A new Corporate Procedures Manual was published in August 2013. The Council has improved its Procurement Capability Assessment (PCA) score. • The Consultation and Engagement Strategy has been implemented – a Consultation Hub on the Council’s website provides the public with easy access to all Council consultations; a Citizens’ Panel was established and has been surveyed on a wide range of issues at least twice a year since 2014; the Council supports the East Lothian Tenants and Residents Panel (ELTRP) as the principle vehicle for engagement with Council tenants. 	
--	--	--	--

4.3	Support and develop partnership working through: the Community Planning Partnership; the partnership funding strategy; exploring shared and integrated service provision with local partners and other local authorities; other strategic partnerships such as Scottish Futures Trust and South East Scotland hubCo	<ul style="list-style-type: none"> • The Community Planning Partnership governance arrangements were reviewed in 2013 and a new East Lothian Partnership and supporting partnerships were established. A new Single Outcome Agreement (SOA) was agreed in September 2013. The Partnership has supported effective partnership working between the Council and its partners, including NHS Lothian, Police Scotland, Scottish Fire & Rescue Service, Edinburgh College, Queen Margaret University, STRIVE and business organisations. • A new Partnership Fund was established, bringing together various grant funds into a single fund focussed on funding groups and projects that support delivery of the Council Plan and SOA objectives. • The Health and Social Care Partnership and Integration Joint Board have been established. (see 3.14 above) • Several areas of partnership working have been developed with Midlothian council including Health and Safety, Public Protection, Trading Standards and out of hours contact centre services. • The Council has a good working relationship with Scottish Futures Trust and South East Scotland hubCo which has brought funding for various projects including the Gullane Health and Day Centre and new school projects. 	Delivered
4.4	Implement the Single Equality Scheme	The Council adopted the Single Equality Scheme and reports progress via mainstream reports.	Delivered
4.5	Adopt a new integrated impact assessment process	A new Integrated Impact Assessment was developed and is now used to assess the equalities and environmental, economic and social sustainability impact of new policies.	Delivered
4.6	Introduce a 'Living Wage' for Council employees	Around 200 council employees benefited from the introduction of the Living Wage in April 2013. From October 2016 the Council has provided funding to home care providers to pay their staff the Living Wage.	Delivered

4.7	Maintain the Council Tax freeze in line with Scottish Government policy	<p>The Council maintained the Council Tax freeze from 2007 to 2016 in line with Scottish Government policy.</p> <p>Throughout the period of the Council Plan the Council has maintained a balanced budget within the resources provided through the Scottish Government Revenue Support Grant, Business Rates and Council Tax.</p>	Delivered
-----	---	--	------------------