



MINUTES OF THE MEETING OF EAST LoTHIAN COUNCIL

TUESDAY 27 JUNE 2017
COUNCIL CHAMBER, TOWN HOUSE, HADDINGTON

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Committee Members Present:

Provost J McMillan (Convener)
Councillor S Akhtar
Councillor L Bruce
Councillor S Currie
Councillor F Dugdale
Councillor J Findlay
Councillor A Forrest
Councillor N Gilbert
Councillor J Goodfellow
Councillor N Hampshire
Councillor J Henderson

Councillor W Innes
Councillor S Kempson
Councillor G Mackett
Councillor K Mackie
Councillor C McGinn
Councillor P McLennan
Councillor K McLeod
Councillor F O'Donnell
Councillor B Small
Councillor T Trotter

Council Officials Present:

Mrs A Leitch, Chief Executive
Mr A McCrorie, Depute Chief Executive (Resources and People Services)
Mrs M Paterson, Depute Chief Executive (Partnerships and Community Services)
Mr D Small, Director of East Lothian Health & Social Care Partnership
Mr J Lamond, Head of Council Resources
Mr D Proudfoot, Head of Development
Ms F Robertson, Head of Education
Mr T Shearer, Head of Communities and Partnerships
Mr S Cooper, Team Manager – Communications
Ms S Fortune, Service Manager – Business Finance
Ms A-M Glancy, Principal Accountant (Financial)
Mr R Lewis, Senior Information Officer (Education)
Mr I McFarlane, Service Manager – Planning
Ms E Shaw, Service Manager – Corporate Finance
Ms P Smith, Principal Officer (Information and Research) (Education)
Mr P Vestri, Service Manager – Corporate Policy and Improvement

Visitors Present:

Ms C Foster, Audit Scotland
Ms E Scoburgh, Audit Scotland

Clerk:

Mrs L Gillingwater

Apologies:

Councillor J Williamson

1. MINUTES FOR APPROVAL

The minutes of the Council meeting specified below were approved:

East Lothian Council – 23 May 2017

Matter arising: Item 5 – Councillor Innes made reference to the matter raised by Councillor Currie as regards the status of the Depute Provost position. He thanked Councillor Currie for bringing this to his attention and advised that, having checked the records following the meeting, the previous Depute Provost had indeed been assigned senior councillor status and remunerated accordingly. He noted his intention to rectify the situation as regards the status of the current Depute Provost, Councillor Forrest, and advised that the Head of Council Resources had confirmed that re-designating the Depute Provost post as a senior councillor post still met the required financial tests. Councillor Innes apologised for his error. However, he expressed his disappointment that Councillor Currie had commented on this matter in the local press.

Councillor Currie indicated that he was happy to support the proposal, and questioned whether Councillor Forrest would join the Cabinet, given that there were no Musselburgh councillors on the Cabinet. Councillor Innes indicated that he had no intention of changing the composition of the Cabinet.

The Council agreed to re-designate the Depute Provost post as a senior councillor position with effect from the date of the previous Council meeting.

2. LOCAL SCRUTINY PLAN 2017/18

A report was submitted by the Chief Executive informing the Council of Audit Scotland's East Lothian Council Local Scrutiny Plan 2017/18.

The Chief Executive presented the report, advising that the Local Scrutiny Plan was prepared on an annual basis by the group of local government inspection agencies – the Local Area Network (LAN). She explained that the LAN worked with the Council before preparing the Local Scrutiny Plan, which identified areas of risk for targeted scrutiny in addition to planned scrutiny activity. She added that the Plan had already been shared with the Council Management Team, who had submitted feedback to the LAN. She introduced Esther Scoburgh, Audit Manager at Audit Scotland, who would present the Local Scrutiny Plan on behalf of the LAN.

Ms Scoburgh informed Members that the Local Scrutiny Plan had involved input from a number of inspectorate agencies, including the Care Inspectorate, Education Scotland and the Scottish Housing Regulator. She confirmed that there would be no additional areas for scrutiny for East Lothian in 2017/18, but pointed out that the Council would be subject to a Best Value Assurance Report in 2017/18. She drew attention to areas of planned scrutiny, as set out in Sections 16–19 of her report, noting that the findings of this work would be reported to the Council in the Annual Report to Members in the autumn of 2017.

In response to a question from Councillor Small, Ms Scoburgh explained that the scrutiny process was an ongoing process, with the Local Scrutiny Plan being subject to amendments/updates, but that the Best Value Assurance Report was a specific piece of work. As regards the process for the Best Value Assurance Report, she advised that it would be forward-looking, proportionate and risk based, and would focus on certain areas. She added that Audit Scotland was in the process of preparing the first tranche of reports, which could be shared with the Council in due course.

With reference to the introduction of Universal Credit in East Lothian, Councillor Currie asked if the LAN would look at the human impact as well as the financial impact on the Council. Ms Scoburgh confirmed that the LAN would not comment on the human impact, but would look at the measures put in place to minimise the impact on the Council. However, she noted that the Best Value Assurance Report would cover a number of unquantifiable areas, and that the Housing Regulator had a particular interest in the impact of the introduction of Universal Credit; she undertook to highlight this issue to the Best Value team prior to the start of the audit.

Councillor O'Donnell asked Ms Scoburgh for her view on the benefits cap, an issue that was of concern to the East Lothian Poverty Commission. Ms Scoburgh indicated that there was no direct reference to this made in the Local Scrutiny Plan.

The Chief Executive advised that a briefing to Members on the Best Value Assurance Report would be arranged in advance of the audit commencing.

Councillor Akhtar welcomed the Local Scrutiny Plan, in particular that there was no additional specific scrutiny required in the coming year. She highlighted progress made in Education, which she believed put East Lothian in a strong position for the year ahead. She paid tribute to Council staff for their hard work and commitment. Her views were shared by Councillor Hampshire, who added that the Council had dealt well with the growth in service demands at a time of severe financial constraints.

Councillor Innes made reference to the Council's record of continuous improvement and financial sustainability. He welcomed the LAN's recommendation that no additional scrutiny was required, noting that this would give the public confidence that the Council was continuing to improve its performance and was committed to providing high quality services.

Councillor Small called on all Members to work together to address the challenges facing the Council.

As regards health and social care, Councillor O'Donnell commented that the Integration Joint Board would be focusing on delivering change, working in partnership with other stakeholders. She recognised that there were challenges ahead to meet demand for services, but was confident that quality, consistent and flexible services could be delivered.

The Provost thanked Ms Scoburgh and Ms Foster for the report and attendance at the meeting.

Decision

The Council agreed to note the Local Scrutiny Plan 2017/18.

3. EAST LOTHIAN COUNCIL PLAN 2017-22

A report was submitted by the Chief Executive presenting the Council Plan 2017-22 for approval.

The Chief Executive presented the report, reminding Members that the draft Council Plan had been presented to Council in February 2017, and that it had built on the success of the previous Council Plan. She advised that the Council Plan 2017–22 included elements from the manifestos of all three political groups, as well as feedback from the Residents' Survey, performance data of services and wider performance information on the economy of East Lothian. She noted that the themes of the Council Plan reflected those of the previous Plan, offering some continuity to employees and communities.

Paolo Vestri, Service Manager – Corporate Policy & Improvement, then highlighted the key aspects of the Council Plan, including demographic changes, financial challenges faced by the Council, the demand for additional housing, and changes to education governance. He also highlighted opportunities for the Council, such as increased partnership working, economic development, the Local Development Plan and a potential City Region Deal. He drew attention to the results of the recent Residents' Survey, which had reflected high levels of satisfaction with Council services and the Council's approach to change. He set out the main themes of the Plan, and referred to the 48-point action plan, noting that the Plan would be reviewed annually and reported to Council.

Councillor Currie asked Mr Vestri if he could highlight the specific elements from the SNP and Conservative manifestos. The Chief Executive advised that she would be happy to provide this information outwith the meeting, but noted that there were a significant number of commitments from both groups, consistent with the objectives agreed by the Council in February, incorporated into the Plan. Councillor Innes added that elements from all the manifestos had been included in order that every Councillor could take ownership of the Council Plan and because both the SNP and Conservative manifestos had contained ideas that were in keeping with the objectives of the Plan.

In response to a question from Councillor O'Donnell as regards the Citizens' Panel, Mr Vestri provided information on the topics covered in the questionnaire, which included road/pavement maintenance and health services.

Councillor McLennan asked how the Council Plan would be monitored. Mr Vestri explained that there were a number of Council strategies supporting the Council Plan which had their own indicators and targets. These would be monitored by way of reports to the PPRC, where Members would have the opportunity to look at them in detail.

Councillor Findlay then moved an amendment for incorporation into the Council Plan, as set out below. He recognised the importance and value of the Council Plan, highlighting the need for Council staff to have an understanding of the Council's priorities, and for all Members to work together to ensure they were adhered to. He welcomed the inclusion of a number of Conservative Group manifesto commitments.

The amendment moved by Councillor Findlay stated:

- Council actively supports the future of Torness Power Station as the county's largest commercial employer.
- Council calls on the Integration Joint Board to review services and support for older people based in East Lothian, including the provision of services currently provided at the Edington and Belhaven Hospitals.
- Council should conduct a review of coastal car parking, the decriminalisation of parking enforcement and the provision of car parking in town centres.

Councillors Currie and McLennan questioned the competency of tabling this amendment, and asked why it had not been provided to all Members in advance of the meeting. The Provost indicated that Members would be given time to consider the wording of the amendment. The clerk made reference to the relevant Standing Order; the Chief Executive confirmed that the amendment had been received on the previous afternoon, and a decision had been taken to circulate it to Members at the meeting. Councillor McLennan argued that, as the amendment has not been received by noon on the previous day, it should be deemed not competent.

Councillor Innes then moved that Standing Orders be suspended to allow for the amendment to be considered. Fifteen Members voted in favour of suspending Standing Orders, which were duly suspended, and Councillor Findlay, seconded by Councillor Small then moved his amendment.

Councillor Hampshire indicated that he would be prepared to include the three points detailed in the amendment into the Council Plan.

Councillor Currie, seconded by Councillor McLennan, then proposed an amendment to the third point of Councillor Findlay's proposed amendment, as follows:

- Council should conduct a review of coastal car parking, the decriminalisation of parking enforcement and the provision of car parking in town centres, and that Council agrees to immediately withdraw the charges at the small car parks at Barns Ness, White Sands and Tynninghame.

Councillor McLennan questioned whether a review of older people's services was already underway. David Small, Director of Health and Social Care, advised that the Council did not have a position on this at the current time.

The Provost moved to the vote on Councillor Currie's proposed amendment:

For: 10
Against: 11

Councillor Currie's proposed amendment therefore fell.

The Provost then moved to the vote on Councillor Findlay's proposed amendment. There was unanimous approval for this amendment.

Councillor Currie opened the debate by expressing disappointment that he had not been consulted on the incorporation of SNP manifesto commitments into the Council Plan. He suggested a number of points that could have been included, such as a commitment on delayed discharge, coastal car parking, aspects of the LDP, the re-banding of Council Tax and a commitment on no compulsory redundancies for Council staff. He observed that there was no detail on numbers of Council houses to be built, and that a discussion was required on using Common Good assets to alleviate poverty and deprivation in Musselburgh. He remarked that the Council Plan could have been more radical and progressive, and more in line with the Labour Group's own manifesto.

Councillor Hampshire suggested that Councillor Currie should question the Scottish Government on welfare reform and benefits, and declared that the Council Plan would deliver Council houses, in accordance with the Local Development Plan.

Councillor Akhtar welcomed the Council Plan, noting that it would build on the Council's success in a number of areas, such as the creation of academies, East Lothian Works, the Poverty Commission, Area Partnerships and house-building. She believed that the Plan would support the economy and help raise attainment and achievement in schools. She also made reference to the positive results of the Residents' Survey, adding that the Council was addressing the needs of the most deprived areas in the county.

Councillor Innes commented that the Council was moving forward and improving on the delivery of quality services. He welcomed the opportunity to include aspects of the Conservative and SNP manifestos, and believed that it was an excellent Plan for the Council.

On the provision of Council housing, Councillor Goodfellow pointed out that over the next five years, the Council would invest £85 million building Council houses, but that it would not have been appropriate to include specific details on house numbers when the Plan was being prepared. On welfare reform, he claimed that the Scottish Government had chosen not to use their full powers to alleviate some of the problems caused by the introduction of Universal Credit.

Councillor O'Donnell voiced her concern about one-year budgets for the IJB, which she felt would have an adverse impact on the Council and its partners in the delivery of health and social care services.

The SNP Group registered their absence from approving the Council Plan.

Decision

The Council agreed to approve the Council Plan 2017-22, as amended.

4. 2016/17 END OF YEAR FINANCIAL REVIEW

A report was submitted by the Depute Chief Executive (Resources and People Services) informing the Council of the draft annual accounts for the financial year ending 31 March 2017 prior to its submission to External Audit, and seeking agreement to finalise arrangements for any surplus funds moving into 2017/18.

Jim Lamond, Head of Council Resources, presented the report, advising of the Council's statutory obligation to submit draft, unaudited financial statements to External Audit by 30 June. He highlighted changes to the reporting of the draft accounts and year-end financial review. He explained that the external audit process would take place during the summer months, and that the External Auditors would present their draft Annual Report to Members to the Audit & Governance Committee in September, before bringing their final Annual Report to Members to the Council in October.

Mr Lamond went on to draw Members' attention to the key aspects of the report, including the position as regards reserves, the financial performance of Council services and the monitoring of financial risk, income generated through Council Tax and the Revenue Support Grant, debt charges, capital investment in relation to both General Services and the Housing Revenue Account, and pension liabilities. He concluded his presentation by re-affirming his belief that staff across the Council were exercising financial discipline at the same time as providing quality services, and that despite the financial challenges facing the Council, the Financial Strategy continued to serve the Council well.

Sarah Fortune, Service Manager – Business Finance, then provided an explanation as to how the accounts were prepared. She highlighted a number of key areas within the draft accounts, such as the Statement of Responsibilities, the Annual Government Statement, the Remuneration Report and the Main Financial Statements.

Councillor McLennan asked what effect a City Region Deal would have on the Council's accounts. Mr Lamond advised that it would have a significant impact, and that the Council's Financial Strategy would need to be reviewed in order to accommodate the likely financial obligations of a City Region Deal. He added that he was not in a position to provide further details at this time, but that when required, a further report would be presented to Council on this matter. Douglas Proudfoot, Head of Development, reported that both the Scottish and UK Governments were now signalling their intention to finalise a City Region Deal offer which would be presented to partners in the coming weeks. It was likely that the

Council would need to respond to national governments at short notice and he anticipated that a report on this would be presented to the next Council meeting.

Councillor Currie asked a number of questions in relation to the Adult Wellbeing and Landscape and Countryside budgets, the provision of parking improvements in North Berwick, and the PPP contract.

On the Adult Wellbeing budget, Mr Lamond explained that planned efficiencies had not been fully achieved in 2016/17, but that the management within that service were working hard to deliver against the challenges set out in their efficiencies programme. David Small, Director of Health and Social Care, added that he was confident that the service would deliver a break-even budget in the current year.

As regards the Landscape and Countryside budget, Mr Lamond advised that the delayed implementation of parking decriminalisation and consequently related delays in enforcement had adversely affected the projected income, and that a full operational year of normal charging and enforcement would be required to ascertain if the planned annual income was being realised. Officers within both the service and Finance felt confident they could be.

Iain McFarlane, Service Manager – Planning, indicated that, in relation to parking improvements in North Berwick, discussions were ongoing with Roads Services with a view to bringing a planning application forward.

Responding to Councillor Currie's question in relation to the PPP contract, Mr Lamond suggested that it was necessary to look at the 30-year deal, rather than focusing on just one year. He confirmed that when the contract was entered into it was considered best value for the Council. He did, however, advise that a 'health check' would be undertaken on the contract, with the support of CIPFA, and that he would update the Audit & Governance Committee in due course.

Councillor McLeod asked if debt charges were increasing or decreasing. Mr Lamond reported that there was an overall marginal increase in the level of debt outstanding, but that the cost of servicing the debt in 2016/17 was less than planned.

Councillor Hampshire welcomed the report and draft accounts, and paid tribute to staff in all services. He made particular reference to the demands on and performance of staff working within the Planning, Waste and Housing services.

Councillor Currie expressed concern that a number of service areas had returned underspends, and questioned whether there were services that were not being provided in these areas. He stressed the importance of keeping slippage in the capital programme to a minimum, especially during a period of low interest rates. He highlighted the coastal car parking income levels, which were lower than expected, and the need to resolve parking problems in North Berwick. He also drew attention to the ongoing costs associated with the PPP project, which he felt were a burden on the Council.

Councillor Akhtar pointed out that the Council was facing continued financial challenges, but that the Council was working well within these constraints. She praised managers for managing their budgets effectively.

Councillor Innes spoke of the importance of the Council's Financial Strategy, and of the positive results from the recent Residents' Survey, despite the challenging economic climate in which the Council was operating. He also expressed concern at the Scottish Government's one-year budget strategy, which inhibited long-term planning.

Decision

The Council agreed:

- i. to note the draft accounts for 2016/17, and approve submission to External Audit prior to 30 June 2017;
- ii. to note the draft financial results for 2016/17, including the impact on reserves and the Council's Financial Strategy;
- iii. pending the outcome of the final audit, to approve that any surplus General Fund reserves over and above any contribution which will be used to support future budgets be transferred to the Capital Fund, in line with the Council's agreed financial strategy;
- iv. to note the budget adjustments relating to the 2017/18 approved budget; and
- v. to authorise the Head of Council Resources, as the Council's Chief Finance Officer, to make any required late changes to the unaudited financial statements prior to final submission as referenced in Section 3.3 of the report.

5. COMMON GOOD FUNDS – BUDGET 2017/18 TO 2019/20

A report was submitted by the Depute Chief Executive (Resources and People Services) seeking approval of the budgets for the Dunbar, Haddington, Musselburgh and North Berwick Common Good Funds for 2017/18 to 2019/20, and recommending that the Fund Committees consider any grant application proposals within these budgets.

The Head of Council Resources, Jim Lamond, presented the report, advising that it provided a financial performance update based on the most recently completed, but unaudited, financial year, and a refresh of the rolling 3-year budget. He drew attention to the balance of each of the Common Good accounts and the proposed budgets for 2017-20.

Councillor Small asked if it would be possible to provide Members with details of Common Good assets. Sarah Fortune, Service Manager – Business Finance, advised that she could provide this information. Mr Lamond added that, in accordance with the newly approved Council Plan, there would be a review of the Common Good within the period of the Plan.

Councillor Currie suggested that consideration should be given to capital investment in the longer term in Musselburgh, given the ongoing growth of that Common Good fund. Mr Lamond commented that this matter had been raised previously and repeated that the underpinning strategy was to restrict outlays within the parameters set by investment returns thus preserving the current asset base; he noted that this suggestion could be considered as part of the Common Good review.

In response to a question from Councillor McMillan as regards increasing the budgets available to Common Good Committees, Mr Lamond advised that this could either be considered as part of the annual Common Good budget report being considered today, or through a separate report to Council seeking to adjust a previously approved budget.

Councillor Trotter asked a question in relation to the Haddington Common Good fund's contribution to the maintenance of the Town House. Mr Lamond advised that responsibility for maintenance costs was set out within the terms of the prevailing lease agreement and that he did not have that information to hand; Ms Fortune advised that she would provide that information outwith the meeting.

Decision

The Council agreed:

- i. to note the draft financial results for 2016/17 on each of the Common Good Funds; and
- ii. to approve the 2017/18 to 2019/20 Common Good budgets.

6. OUTCOME OF THE SCHOOL CONSULTATION ON THE PROPOSED CLOSURE AND RE-DESIGNATION OF LEVENHALL NURSERY SCHOOL TO PINKIE ST PETER'S PRIMARY SCHOOL NURSERY CLASS

A report was submitted by the Depute Chief Executive (Resources and People Services) seeking approval of the recommendation set out within the Consultation Report (attached as Appendix 1 to the report) to close Levenhall Nursery School as a stand-alone nursery school and re-designate to a nursery stage within Pinkie St Peter's Primary School.

The Head of Education, Fiona Robertson, presented the report. She drew attention to the background to the closure of Levenhall Nursery School, the consultation process and outcome of the consultation exercise, as well as the views of Education Scotland.

In response to a question from Councillor Akhtar on the impact of the proposals on the children attending Levenhall Nursery School, Mrs Robertson advised that the nursery was currently located within the Pinkie St Peter's Primary School campus. She reported that the proposals would enable children, their families and the nursery staff to be part of one learning community, and that there would be enhanced collaboration and transition arrangements. She noted that the nursery provision would be located in a new facility within the Pinkie St Peter's campus.

Councillor Mackie asked if the new facilities would accommodate the increase in pre-school children from 2020, and whether the nursery provision would be flexible. Mrs Robertson explained that the proposals would take account of both the early learning and childcare expansion (known as '1140 hours') and the developments approved through the Local Development Plan. As regards flexibility, she advised a consultation was taking place in Prestonpans on the '1140 hours' proposals, and that trials were underway in a number of local authorities, the results of which would be taken into consideration.

Responding to a query by Councillor Goodfellow, Mrs Robertson confirmed that a consultation had to be carried out in respect of the proposed changes to Levenhall Nursery School, but such statutory consultations may not be necessary in future due to the changes in early learning and childcare provision.

The proposals to re-designate Levenhall Nursery School were welcomed by Members, who commented on the benefits to children and parents of having the nursery provision within Pinkie St Peter's Primary School.

Decision

The Council agreed to approve, on the basis of the outcome of the school consultation and taking account of the educational and social benefits of the proposal, that:

- i. subject to the conclusion of the Scottish Ministers' eight-week call-in period or the notification of the outcome of a call-in, as appropriate, Levenhall Nursery School

would be closed and re-designated to Pinkie St Peter's Primary School Nursery Class;

- ii. the Care Inspectorate would be notified of the change in registration details and the transfer to the planned new facility;
- iii. the re-designation of Levenhall Nursery School to Pinkie St Peter's Primary School Nursery Class would take effect from August 2017, or as soon as possible thereafter; and
- iv. children attending the re-designated nursery class would transfer to a new facility within the Pinkie St Peter's Primary School campus from August 2018, or as soon as possible thereafter.

7. APPOINTMENTS TO COMMITTEES, ETC. AND APPOINTMENT OF REPRESENTATIVES TO OUTSIDE BODIES

A report was submitted by the Depute Chief Executive (Resources and People Services) requesting the Council to approve further appointments to the Council's committees, sub-committees, associated committees and partnerships, and to approve the appointment of representatives to outside bodies

The clerk provided the latest position as regards appointments to committees, etc. and outside bodies. She noted that the Leader of the SNP Group had declined to make any further appointments to committees, pointing out that if the vacancies on a number of these committees were not filled then there may be difficulties in achieving a quorum at future meetings. The clerk also advised of nominations made by the Administration in relation to a number of committees and outside bodies.

Councillor O'Donnell questioned why Councillor Currie had not made nominations to those committees set out in the report, remarking that councillor participation in committees was essential to the wellbeing of the community, and highlighting the importance of the scrutiny function.

Councillor Currie advised that he would be nominating Councillors Gilbert and McLennan to the East Lothian Education Trust. He commented that he had hoped that the Council Leader would have engaged with the SNP Group following the election as regards councillor availability, conflicts of interest, etc., but that this hadn't happened. He noted that he had taken up places on a number of other committees, but that he was not in a position to make nominations to those committees mentioned in the report.

Councillor Hampshire expressed his concern at Councillor Currie's position, asserting that Councillors had a responsibility to fulfil all the duties of the role, and that the SNP Group had a responsibility to scrutinise the Council through the Audit & Governance and the Policy & Performance Review Committees. He warned that there was a risk of this situation being reported to the Standards Commission. Councillor Currie objected to this comment; however, Councillor Hampshire noted that he was merely advising Councillor Currie of the risks in relation to Councillors who were failing to carry out their full range of duties properly.

Councillor Small appreciated that it was not easy for Members to fulfil all their Council obligations due to their individual circumstances, but stressed that it was important for them to participate as fully as possible because they had been elected by the public.

Councillor Innes also voiced his disappointment at the situation. He pointed out that the membership of the Audit & Governance and Policy & Performance Review Committees

should be politically balanced, and that meetings of these important committees would be inquorate if one member was unable to attend.

Councillor McMillan concluded the debate by congratulating Councillor Dugdale on her recent appointment as Convener of the Licensing Board and Councillor McGinn on his appointment as Convener of the Licensing Sub-Committee.

Decision

The Council agreed:

- i. to approve the following appointments of conveners/depute conveners of the Education and Planning Committees and the Licensing Sub-Committee:

Councillor Dugdale – Depute Convener of the Education Committee
Councillor McMillan – Depute Convener of the Planning Committee
Councillor McGinn – Convener of the Licensing Sub-Committee
Councillor McMillan – Depute Convener of the Licensing Sub-Committee

- ii. to approve the following appointments to outside bodies:

Councillor Goodfellow – Coastal Communities Museum Trust
Councillor Goodfellow – Scottish National War Memorial (nomination to be submitted to CoSLA) and Armed Forces Champion
Councillor Innes – SESTRAN (named substitute)
Councillors Gilbert and McLennan – East Lothian Education Trust

8. SCHEDULE OF MEETINGS 2017/18

A report was submitted by the Depute Chief Executive (Resources and People Services) seeking approval of the schedule of meetings of the Council, committees and other forums for 2017/18.

The clerk presented the report, pointing out that there would be a reduction in the number of meetings for some committees, and an increase in Planning Committee meetings. She noted that although meetings of the IJB and MJRC appeared on the schedule, these bodies set their own meeting dates and the Council was being asked to note those dates. Members were advised that any changes to the schedule would be communicated to them as soon as practicable.

Decision

The Council agreed:

- i. to approve the proposed schedule of meetings for 2017/18; and
- ii. to note that the schedule is subject to change, and that any changes will be communicated to Members and officers as soon as practicable.

9. SUMMER RECESS ARRANGEMENTS 2017

A report was submitted by the Depute Chief Executive (Resources and People Services) seeking approval of the proposed arrangements for managing Council business during the summer recess.

The clerk advised of the proposed arrangements for dealing with Council business, which was in accordance with Standing Order 15.5.

Decision

The Council agreed:

- i. to approve the application of the recess business arrangements, in accordance with Standing Order 15.5, effective from the close of this meeting until the Council meeting of 22 August 2017; and
- ii. to note that a summary of business carried out during the recess period would be brought to the Council meeting of 22 August 2017, and that copies of all reports approved during the recess would be lodged in the Members' Library.

10. SUBMISSIONS TO THE MEMBERS' LIBRARY, 11 MAY – 14 JUNE 2017

A report was submitted by the Depute Chief Executive (Resources and People Services) advising Members of the reports submitted to the Members' Library since the last meeting of the Council.

Decision

The Council agreed to note the reports submitted to the Members' Library Services between 11 May and 14 June 2017, as listed in Appendix 1 to the report.

Signed

Provost John McMillan
Convener of the Council



**MINUTES OF THE MEETING OF THE
LOCAL REVIEW BODY**

**THURSDAY 15 JUNE 2017
COUNCIL CHAMBER, TOWN HOUSE, HADDINGTON**

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Committee Members Present:

Councillor N Hampshire (Chair)
Councillor W Innes
Councillor J McMillan
Councillor S Kempson
Councillor B Small

Advisers to the Local Review Body:

Mr I McFarlane, Planning Adviser to the LRB
Mr C Grilli, Legal Adviser/Clerk to the LRB

Others Present

Mr L Taylor, ELC Planning Policy Officer
Mr N Millar, ELC Planner
Mr C Kiely, ELC Planner
Mr N McFarlane, ELC Transportation Planning Officer (Items 1 and 2)

Committee Clerk:

Mrs F Stewart

Declarations of Interest

None

Apologies

None

Councillor Hampshire, elected to chair the meeting by his colleagues, welcomed everyone to the meeting. He also introduced his fellow Members, the Planning Adviser and the Legal Adviser present.

There were three planning applications for review and site visits had been carried out for all three applications prior to the meeting.

Following a presentation from the Planning Adviser, Members would decide if they had sufficient information before them to reach a decision on each application today. Should Members decide they had sufficient information, it was open to them to uphold for the reason given in the Decision Notice or uphold for a different reason. It was also open to them to overturn the original decision with or without conditions.

Members had received the applicants' Notice of Review and supporting documents for each application together with the Council's submission. Members had also had full access to the planning files for each application.

1. PLANNING APPLICATION 16/01012/P- REVIEW AGAINST DECISION (REFUSAL) EXTENSION TO HOUSE AT 6 SANDERSONS WYND, TRANENT

Iain McFarlane, Planning Adviser, stated that the application sought to add extensions to the pitched roof of the house, both to the front and the rear of the property. The terms of planning policy 1B of SESplan and DP6 of the adopted East Lothian Local Plan were relevant to this application.

Mr McFarlane advised that the Case Officer considered that the proposed extension to the rear of the property would be largely screened from view. However, the front of the house formed part of a row of houses of the same design, particularly the gable end of the roofscape, which had largely been maintained over the years. He advised that Members needed to consider if the proposals for the extension to the front of the house were acceptable.

The Chair enquired if an application for boxed dormer windows in the roof space at the front of the house would have been looked on more favourably by the Case Officer. The Planning Adviser replied that such a proposal might have maintained a better relationship with the neighbouring homes, but approval would depend upon the design. Councillor Small sought clarification on whether Members could approve part of an application and the Planning Adviser replied that parts of an application can be deleted by condition but only when it was a small part of the application. He stated that Members needed to decide whether the development as proposed was acceptable.

The Chair asked his colleagues if they had sufficient information to proceed to determine the application today and they confirmed that they had. Comments from Members followed.

Councillor Innes stated that the site visit had given him the benefit of seeing the property within the terrace of houses and the wider environment. He had observed that the roofscapes at either end of the terrace were identical and that the mid terrace houses had a different profile. Viewing the terrace as a whole, he considered that the proposals would not be unattractive or compromising and would not be detrimental to the character of the area. He was therefore inclined to support the appeal but would listen with interest to the views of his colleagues.

Councillor McMillan stated that, in terms of the context of the house, particularly with the development to the north of the property, he did not consider that the proposed extensions would be incongruous. However, he did feel that symmetry needed to be maintained with the east and west end of the terrace. He also agreed that planning policies 1B of SESplan and DP6 of the adopted East Lothian Local Plan 2008 were relevant in this case and he would therefore support the original decision made by the Case Officer.

Councillor Small stated that he had viewed the property from some distance away to visualise what the impact of the proposal for the front of the house might be and, while he was sympathetic with what the applicant was trying to achieve for his family, he was minded to support the support the decision of the Case Officer.

Councillor Kempson stated that the applicant's property was situated in a very attractive terrace and suggested that the applicant could perhaps explore possibilities for an extension to the rear of the house. She too supported the decision of the Case Officer.

The Chair stated that he sympathised with the applicant wishing to create more accommodation within the property and suggested that option could be available to him perhaps in form of boxed dormer windows. However, mindful that his colleagues wanted the streetscape to remain the same, he would support the decision of the Case Officer.

Councillor Innes stated that he had not been swayed by the arguments of his colleagues and confirmed he would vote to uphold the appeal.

Decision

The ELLRB agreed by a majority of 4:1 to uphold the original decision of the Planning Officer for the reasons given in the Decision Notice dated 16 February 2017:

1. The proposed extension by its architectural form and appearance would harmfully alter and be disruptive of the architectural form of the house and of the terrace of houses of which the house is a part. As an unsympathetic addition to the house, the proposed extension would appear as a dominant, intrusive and incongruous addition to it, which would be to the detriment of the character and appearance of the house, the similarly designed houses within the terrace and of the other houses within the streetscape of Sandersons Wynd, contrary to Policy 1B (The Spatial Strategy: Development Principles) of the approved South East Scotland Strategic Development Plan (SESplan) and Policy DP6 of the adopted East Lothian Local Plan 2008.

The Legal Adviser stated that a formal Decision Notice would be issued within 21 days.

2. PLANNING APPLICATION 16/00959/P - REVIEW AGAINST DECISION (REFUSAL) EXTENSION TO HOUSE AND FORMATION OF DECKING AT 20 GREEN APRON PARK, NORTH BERWICK

Iain McFarlane, Planning Adviser, advised that the main determining consideration in respect of this application was whether Members considered that the bulk and scale of the proposals for the first floor would be harmful to the house and the surrounding area.

He stated that the property was relatively modern within a group of modern houses of a similar design and that the extension would be quite large and have vertical sides to it. This was unusual and more contemporary in design compared to the pitched roof of the house although some of the materials would reflect materials used in the original construction of the house. The same policies applied to this application as the previous application, policy 1B of the SESplan and policy DP6 of the East Lothian Local Plan 2008.

There were no questions from Members.

The Chair proceeded to ask his fellow Members if they had sufficient information to determine this application today and they unanimously agreed to proceed. Comments from Members followed.

Councillor Kempson stated that the applicant's proposals appeared incongruous compared to extensions to other properties in the same area which, in her view, were less overt and obtrusive. She was therefore minded to support the original decision of the Case Officer.

Councillor Small agreed with his colleague. Having looked at other houses in the neighbourhood, he considered that a house with the pitched roof at the front was not consistent with the look and feel of the other houses in the street. He would also support the original decision of the Case Officer.

Councillor Innes was of a similar mind. He described other extensions in the area as being more sympathetic in design than the applicant's proposals which he found unattractive. He too therefore would support the original decision of the Case Officer.

Councillor McMillan stated that there was modern innovative architecture in evidence throughout North Berwick, but he considered that these proposals would result in an incongruous addition to the house. He would therefore vote in favour of the Case Officer's decision.

The Chair shared the views of his colleagues and stated that the house could be extended in a more sympathetic way to maintain the architectural integrity of the area.

Decision

The ELLRB unanimously agreed to uphold the decision of the Case Officer to refuse the application for the reason stated in the Decision Notice dated 3 February 2017.

1. The proposed extension would be, by its design and scale, an obtrusive, disproportionate and incongruous addition to the house, harmful to its character and appearance. It would not be reflective of the scale and design of it or of other buildings in the locality. Consequently the proposed extension would be harmful to the character and appearance of the area, contrary to Policy 1B of the approved South East Scotland Strategic Development Plan (SESplan) and Policy DP6 of the adopted East Lothian Local Plan 2008.

The Legal Adviser stated that a formal Decision Notice would be issued within 21 days.

3. PLANNING APPLICATION 16/00879/P – REVIEW AGAINST CONDITIONS ATTACHED TO THE GRANTING OF PLANNING PERMISSION FOR AN EXTENSION AT 13 DUNDAS AVENUE, NORTH BERWICK

Iain McFarlane, Planning Adviser, advised Members that Condition 1 of planning consent to this application for an extension reflected the Case Officer's concern over windows overlooking the garden to the west of the property. This condition stated that, prior to any use being made of the rear extension, the windows to be formed at ground floor level in the west side elevation wall of it should be obscurely glazed to protect the amenity of the garden to the west of the property. The boundary with this property was presently formed by a low timber fence in combination with vegetation of varying height.

Questions from Members followed.

Councillor Small enquired if the neighbour to the west of the property had had an opportunity to comment on the application and the Planning Adviser replied that the neighbour had not objected to the application. He advised that there was presumably a reasonable relationship between the neighbours and the motivation for the condition was that there could be no guarantee in future that there would be a comfortable relationship with the occupants of the house next door. It was for Members to decide if the plans were sufficiently compromising to the house next door that the condition should remain. In response to other questions, the Planning Adviser stated that the plans were for a kitchen with a double window 2m wide and a triple window on the rear elevation. The extension would also have a double bi-fold door.

The Chair asked his fellow Members if they had sufficient information to proceed with the review today and they unanimously agreed to proceed. Comments from Members followed.

Councillor McMillan stated that the site visit had been very helpful in this case and he had also read the applicant's evidence to support the review. He acknowledged that there was an element of overlooking the neighbouring garden but he was satisfied that there was a reasonable relationship between the neighbours. He would therefore uphold the review and vote to remove Condition 1 from planning consent.

Councillor Small took the view that steps could be taken in future if there was any discontent with the windows overlooking the neighbouring garden. He too would therefore vote to remove Condition 1 of planning consent.

Councillor Innes took a contrary view. He stated that the applicant had privacy in his garden and the same courtesy should therefore be extended to his neighbour. Furthermore, he did not feel that the imposition of obscure glazing would be detrimental to the kitchen's appearance. He would therefore support the inclusion of the decision by the Case Officer.

Councillor Kempson agreed with Councillor Innes. She wondered if the neighbour appreciated how high the kitchen window would be and held the view that obscurely glazed windows would still allow sufficient light and outlook. She too would therefore support the decision of the Case Officer.

Councillor McMillan referred to the applicant's evidence in support of the review where he asked if an alternative condition could be considered as a compromise, should the Authority still consider there was insufficient screening. He asked if the LRB could request an alternative condition and the Planning Adviser advised that it was feasible to consider another condition but a high fence, as suggested by the applicant, could be

detrimental to the neighbour in another way. The Legal Adviser agreed stating that Members would need to consider the impact such a condition would have.

The Chair stated that this application had received consent and the extension would already be overlooking the neighbour's garden. He added that consent had also been given for the decking and that there would always be screening between the gardens. He therefore considered that clear glazing in the windows would be of no further detriment to the neighbouring home than already exists. He was therefore minded to remove Condition 1 from planning consent.

Decision

The ELLRB agreed by a majority of 3:2 to remove Condition 1 shown on the Decision Notice granting planning permission dated 17 January 2017. Condition 2 remains.

2. Notwithstanding the provisions of the Town and Country Planning (General Permitted Development) (Scotland) Order 1992 (as amended by Part 1 of the Town and Country Planning (General Permitted Development) (Scotland) Amendment Order 2011), or of any subsequent Order amending, revoking or re-enacting the 1992 Order, no windows or other glazed openings, other than those approved to be formed as shown on the drawings docketed to this planning permission, shall be formed within the west elevation wall of the extension hereby approved, unless otherwise approved by the Planning Authority.

The Legal Adviser stated that a formal Decision Notice would be issued within 21 days.

Signed

.....

Councillor N Hampshire
Convener of Local Review Body (Planning)

REPORT TO: East Lothian Council

MEETING DATE: 22 August 2017

BY: Depute Chief Executive (Resources and People Services)

SUBJECT: Summary of Reports Approved in Accordance with
Summer Recess Arrangements 2017

3

1 PURPOSE

- 1.1 To inform the Council of the urgent business undertaken over the summer recess period in terms of the procedures set out in Standing Order 15.5 and in line with the decision taken at its meeting of 27 June 2017.
- 1.2 It should be noted that the undernoted reports have been lodged in the Members' Library (July 2017 Bulletin).

2 RECOMMENDATIONS

- 2.1 The Council is requested to note the business undertaken over the summer recess period.

3 BACKGROUND

3.1 Roll Capping Increase – Secondary 1 (S1) at Dunbar Grammar School (Members' Library Reference 84/17 – July 2017 Bulletin)

A report submitted by the Depute Chief Executive (Resources and People Services) sought approval to increase the S1 capping level at Dunbar Grammar School for the school session 2017/18. This report was approved by the Leader and Education Committee Convener.

3.2 Edinburgh and South East Scotland Region City Deal Proposition (Members' Library Reference 94/17 – July 2017 Bulletin)

A private report submitted by the Chief Executive sought approval of the City Region Deal proposition, recently shared by the UK and Scottish Governments, following consultation with all three Party Group Leaders. This report was approved by the Leader and the Provost.

4 POLICY IMPLICATIONS

4.1 As outlined in the submitted reports specified in Section 3.

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 – As outlined in the submitted reports specified in Section 3.

6.2 Personnel - None.

6.3 Other – As outlined in the submitted reports specified in Section 3.

7 BACKGROUND PAPERS

7.1 East Lothian Standing Orders

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CONTACT INFO	01620 827225 lgillingwater@eastlothian.gov.uk
DATE	9 August 2017

REPORT TO: East Lothian Council

MEETING DATE: 22 August 2017

BY: Chief Executive

SUBJECT: Edinburgh and South East Scotland City Region
(ESESCR) Deal

4

1 PURPOSE

This report:

- 1.1 provides an update on the focus, scope and scale of the City Region Deal following approval of the Deal Heads of Terms with both UK and Scottish Governments;
- 1.2 identifies the level of further work that will be required to formalise the deal agreement and confirm funding commitments;
- 1.3 brings into the public domain the summary detail of the Deal arrangements including how they relate to East Lothian;
- 1.4 sets out the next steps to further develop the governance arrangements that will be required to deliver the Deal and, in so doing, provides necessary comfort to both UK and Scottish Government that partner authorities are taking the necessary decisions that will drive economic growth and reduce inequalities across the City Region.

2 RECOMMENDATIONS

- 2.1 It is recommended that the Council:
 - notes the acceptance of the offer made by UK and Scottish Government to the Edinburgh and South East Scotland City Region partners;
 - notes the intended benefits that the portfolio of projects will bring to East Lothian and the wider South East Scotland region;
 - acknowledges that funding will only be released subject to Treasury Green-Book accredited outline business case approval;

- notes the requirement for local authority funding contributions, and agrees to East Lothian Council's contribution in respect of both the Innovation Park at QMU, the Integrated Regional Skills Programme and the future Housing Programme;
- notes the ongoing development of governance arrangements that will be required to deliver the Deal and approves specifically the proposed establishment of a Regional Business Council.

3 BACKGROUND

- 3.1 The Edinburgh and South East Scotland City Region Deal aims to accelerate the region's rate of economic performance through a twin focus on innovation and inclusive economic growth. A wide-ranging programme of investment is incorporated within the Deal agreement, that is shaped around Innovation, Infrastructure investment, a Regional Housing Programme and a cross cutting Integrated Regional Skills Programme.
- 3.2 In June 2016 East Lothian Council approved the establishment of a Joint Committee, made up of partner representation from the six local authorities, and university and business sectors. The role of the Committee was agreed as fourfold: to determine strategic focus; to agree investment priorities; to oversee planning and implementation activity; and to monitor impact. The Council also noted the opportunity for a new approach to policy integration in a new cross-sector partnership model, the potential benefits that could arise from such collaboration and that discussions on city region governance and policy integration was ongoing. The Joint Committee has met monthly since June 2016.
- 3.3 The Council noted in June 2016 assumed levels of funding contributions based on other historic agreed City Deals. The Head of Council Resources has also previously signalled potentially significant funding impacts of any agreed Deal in the Council's approved 3 Year Financial Strategy in February and most recently in his Treasury Management Strategy 2017-20 in March 2017.

The Heads of Terms Agreement

- 3.4 The Edinburgh and South East Scotland City Region Deal Heads of Terms Agreement was signed by the Regional Partners and UK and Scottish Governments on the 20 July 2017. The Council Leader was authorised to sign the agreement through a private report considered under summer recess arrangements that followed direct consultation and agreement with each of the Party Group Leaders. The Heads of Terms Agreement confirmed all partners' joint commitment to achieve full implementation of the Deal. This report summarises the offer that has been accepted from both Governments as well as the financial contribution required from East Lothian Council. The Heads of Terms Agreement is shown in Appendix 1 and is summarised in table 1 overleaf:

Table 1: Offer from Governments

Theme / Project Name	UK Govt contribution (£m)	Scot Govt contribution (£m)	Total
Innovation	350 (between both Governments)		350
- Data-driven innovation projects and Queen Margaret University Food and Drink Innovation Campus		250	250
- Enabling infrastructure (for above)		50	50
- Economic infrastructure programme for Fife and Scottish Borders		50	50
Integrated Regional Skills Programme	-	25 (over 8 years)	25
Infrastructure	-	140	140
- A720 Bypass improvements at Sheriffhall	-	120	
- West Edinburgh	-	20	
Culture	10	10	20
- IMPACT	10	10	
Housing		65	65
- Regional infrastructure fund		50	
- Establishment of a new regional housing company		15	
TOTAL			600

Potential Benefits of East Lothian Related Projects

3.5 Delivering these key projects will bring in financial investment to boost gross value added and productivity, while inequalities will also be reduced, through the creation of good quality jobs and more affordable

housing. The integrated regional skills programme has been set up to ensure that any jobs created are available to as many people as possible and improved access to skilled jobs is secured for all. Infrastructure interventions have been chosen so that they can connect people to job opportunities of the future, and the housing programme will help deliver affordable housing to help lift people out of poverty.

3.6 In most cases, the benefits have been quantified through economic modelling within outline business cases, which will require to be updated and developed to Treasury “Green Book” standard before being approved by partners, and then by Government enabling funding to be released. The outline benefits by project/programme are summarised below:

3.7 **Innovation Park at QMU** - this Food & Drink Innovation Hub is a joint collaboration with QMU but also includes wider development of housing, road infrastructure, education, retail and leisure amenities. Key aspects include:

- delivery of infrastructure that unlocks a key strategic development site;
- 1st phase of delivery that includes a cutting edge Enterprise Hub that will provide state of the art support to SMEs in the fast changing food and drink innovation sector;
- the provision of 1,500 homes, including 375 affordable
- delivery of a new primary school and new commercial zone within a new, more integrated local centre
- creation of an estimated 3,400 jobs
- paving the way for 2nd and 3rd phases to be funded by private sector over the next 15-20 years, creating further significant employment opportunity
- phase 1 total cost just over £80m, with £15m provided by LA/QMU.

The City Region Deal ask was originally for funding support of £45m to support the initial phase of development. This has not been guaranteed in full but instead the level of project support will only be finalised when taken to full business case stage drawing down from a collective funding pot that will service the range of identified innovation projects and their enabling infrastructure.

3.8 **Integrated Regional Skills Programme:** the Heads of Terms agreement identifies £25m of grant funding over the next 8 years to support a programme of interventions that will provide significant training and skills improvements and assist in moving many additional people into employment.

- 3.9 **Regional Housing Programme:** There is an acute shortage of homes, affordable for people on low to moderate incomes, across the region. This, and the high cost of housing in many areas, is a key factor in the cost of living faced by those households as well as significantly contributing to addressing homelessness and tackling inequalities. House building rates for both affordable and market homes fall well below that needed to address current and future demand. Reducing the cost of housing for those on low to moderate incomes would spread the positive economic benefits of growth and generate additional local economic uplift.

The Regional Partners supported by Scottish Government have committed to deliver a 10-year ambitious programme of new housing across the region, delivering certainty to SMEs and maximising economic benefit from the construction process. The joint approach between partners and Scottish Government will support the delivery of significant numbers of new homes across the region. The Heads of Terms Agreement sets out new Government commitments:

- a revolving Housing Infrastructure Fund of £50m of predominantly private sector loans to help unblock and accelerate seven regionally significant strategic development sites, one of which is Blindwells.
- a one-off £15m capital grant to help establish a new City Region Housing Company to provide competitive market and mid-market together with specific consent being provided to on lend.
- one key area that partners felt should be enhanced further within the agreement was in relation to additional affordable housing grant. It should be noted that £125m additional affordable housing grant was recently announced in June 2017 for the region between 2018/19 and 2020/21. Partners will continue to work with Government to extend the commitment over a 10-year period subject to successful delivery by regional partners of the first three years.

- 3.10 The success of projects will be measured and assessed by an agreed approach between the UK and Scottish governments and the partners. This is likely to include indicators to determine the increase in productivity and decrease in inequalities arising from the investments.

Leadership, Governance and Policy Integration

- 3.11 Participating partner authorities will require to demonstrate strong, local and regional accountable governance that incorporates all of the partners to the Deal.
- 3.12 The Heads of Terms Agreement states specifically that regional partners will establish a new model of regional governance that will draw on best practice approaches identified within the Enterprise and Skills Review and sets out that the Governance model will focus on the needs of the area and will include an integral role for the private and third sectors as well as effective interface engagement with Scottish Enterprise, Skills

Development Scotland and incorporate senior business and industry leadership.

3.13 Further development of City Region Deal governance arrangements is ongoing and it is anticipated that:

- the Deal will continue to be delivered through the approved Joint Committee of the Leaders of each Local Authority along with business and higher education representation. The Committee will meet monthly and by exception as required. The Joint Committee will be chaired by each partner on a rotational basis.
- the Joint Committee will be supported by the Executive Board. The Board will be made up of the six Local Authority Chief Executives, six Regional Local Authority Directors with a remit for the economy, plus a representative for the region's Universities and Colleges, and a Partnership Programme Office (PPO) function. This forum is already in place and was formed to develop Deal propositions and negotiate the Deal with both Governments. It is envisaged that the Executive Board will continue to meet with a revised remit to:
 - brief the Joint Committee;
 - prepare Joint Committee agenda's
 - agree on programme resources;
 - engage with Governments to achieve the full implementation of the Deal; and
 - promote the programme with external stakeholders and partners
- the Joint Committee and Executive Board will be supported by a Partnership Programme Office (PPO) which will be responsible for programme and performance management.
- a new cross-regional Business Leadership Council will require to be established. The Business Council will be responsible for monitoring and making recommendations to the Joint Committee with regard to City Region Deal implementation. The Business Council will have a specific role to provide advice on investment decisions to ensure that economic growth and employment opportunities are maximised. The Business Council's membership will be agreed by the Joint Committee. Businesses large and small, the HE/FE sector, and the third sector from a fair geographic distribution across the City Region will all be represented.
- a comprehensive agreement will now be drawn up between the participating authorities which will bind and commit each individual local authority (and any successor authority) for such duration as is necessary to deliver the City Region Deal.

- the City Region Deal also provides the opportunity for the consideration of a new approach to policy integration and regional collaboration under a new cross-sector partnership model. The potential benefits would include clear alignment of activities and more efficient working with increased capacity, resilience and economies of scale envisaged.
- it is envisaged that thematic groups may continue or indeed may be further developed as the Deal progresses.
- it is envisaged that specific governance arrangements for the Regional Housing Company will be put in place by the Joint Committee and individual Local Authorities electing to participate.
- the Scottish Government have committed within the Heads of Terms Agreement to continuing to work collaboratively with regional partners on transport investment priorities through the establishment of a Transport Appraisal Working Group. An agreed and mutually shared remit and proposed outcomes will be developed.

Next Steps

- 3.14 A considerable amount of work requires to be undertaken to get the Deal to the next stage, i.e. where the commitments set out by Governments in the Heads of Terms Agreement can be confirmed and a Deal document put in place. Governments have indicated that based on previous deals this can take up to a year and they have noted that the ESESCR Deal is more complicated than other deals. Both Governments are keen to maintain momentum.
- 3.15 Partners will work with both Governments to build the Heads of Terms into a Deal document that sets out more detail about the strands of the deal, the anticipated outcomes, partners commitment and monitoring of the deal. Governments will also require:
- (a) financial agreement: underpins the deal and is an agreement between both governments, the local authorities and often a representative of the private sector. The financial agreement profiles government funding by financial year over the lifespan of the deal.
 - (b) financial plan: sets out how the deal finances will be managed and gives a complete picture of the Programme's finances. The financial plan provides a funding breakdown at a programme level and details financial reporting at a regional and Government level. The plan includes detail of the financial process for draw down of funding including business case approval.
 - (c) implementation plan: identifies key milestones for programme activities and individual projects.

(d) governance statement: sets out the agreed approach to investment and governance of the deal. The statement will detail the structures put in place to ensure robust governance.

3.16 Governments have recommended from their experience elsewhere that a well-resourced and led PPO that provides a central point of contact for all parties will be an imperative, together with early progress on establishing the appropriate regional partnership leadership and governance model as these are likely to be challenging and time consuming.

3.17 Individual project business cases will be developed to Green Book standard, will be taken through partnership governance arrangements and then to Government for approval and release of funds for delivery.

3.18 Consideration will be required to the establishment of necessary resourcing and arrangements to support both delivery within East Lothian and also the Partnership Programme Office to meet the requirements of overseeing the delivery phase of the programme. A more detailed proposal recommending the resources required for this will be brought to a future meeting of the Council. Meanwhile, it is suggested that the Council earmarks a suitable provision within Council balances and reserves for this purpose.

4 POLICY IMPLICATIONS

4.1 Agreement on a deal for the Edinburgh and South East Region would support delivery of the Council priorities in respect of Growing our Economy, People and Communities as set out within the Council Plan and the SOA. Any such deal will have significant implications for the Council's Financial Strategy and its future Capital Plans.

5 INTEGRATED IMPACT ASSESSMENT

5.1 Inclusive growth is a shared policy objective of the Council and national governments. The interventions identified within the Heads of Terms Agreement aim to reduce inequalities across the city region and by definition within East Lothian. The integrated regional skills programme in particular will work to ensure that all residents throughout the region have the ability to share in future success.

5.2 A City Region Deal would also provide a mechanism to help drive forward investment in sustainable place making. A holistic approach to sustainable growth is at the heart of the City Region Deal.

6 RESOURCE IMPLICATIONS

6.1 Financial - The contribution required by East Lothian Council towards the QMU Innovation Park is approximately £10m and although this is partly provided for within the existing capital plan, a further revision to this will

be required with a potential call being made upon the established Capital Fund. A city deal supported housing programme would supplement the already approved HRA Capital Investment Plan that may require some re-alignment to accelerate the further development of Blindwells.

6.2 Personnel – a significant amount of resource (both staffing and funding) has been spent preparing and negotiating the Deal bid over the last 2 years and in order to best serve the Council’s interests there will be a requirement to provide significant resourcing to support implementation and delivery of this programme. This will be the subject of further reports to Council as necessary but as proposed within Section 3.18, it would be wise to set aside up to £0.5m of Council balances for this purpose. Given the favourable 2016/17 year end position reported to Council in June, and subject to satisfactory external audit, this could be done by re-classifying the amount recently identified to be added to the Capital Fund.

6.3 Other – none at this time.

7 BACKGROUND PAPERS

7.1 Edinburgh and South East Scotland City Region Deal – Report to East Lothian Council 28 June 2016

7.2 Heads of Terms Agreement signed by UK/Scottish Governments and Partner Authorities on 20 July – Appendix 1

7.3 East Lothian Council Summer Recess Arrangements – Standing Order 15.5 Members Library Report – Edinburgh and South East Scotland Region - City Deal Proposition.

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DATE	11 August 2017

EDINBURGH AND SOUTH EAST SCOTLAND CITY REGION DEAL Heads of Terms



Our signing of this document confirms our joint commitment to achieve full implementation of the Edinburgh and South East Scotland City Region Deal.

.....
Keith Brown MSP
Cabinet Secretary for Economy, Jobs and Fair
Work
Scottish Government

.....
Damian Green MP
First Secretary of State
UK Government

.....
Cllr Willie Innes

Leader of East Lothian Council

.....
Cllr Adam McVey

Leader of The City of Edinburgh Council

.....
Cllr David Alexander

Co-Leader of Fife Council

.....
Cllr David Ross

Co-Leader of Fife Council

.....
Cllr Derek Milligan

Leader of Midlothian Council

.....
Cllr Shona Haslam

Leader of Scottish Borders Council

.....
Cllr Kirsteen Sullivan

Depute Leader of West Lothian Council

.....
Prof Charlie Jeffery

Convener, ESES FE&HE Consortium
University of Edinburgh

.....
Sir John Elvidge

Convener, ESES Business Consortium

EXECUTIVE SUMMARY

1. The Edinburgh and South East Scotland City Region comprises the six local authorities of City of Edinburgh, Fife, East Lothian, Midlothian, Scottish Borders and West Lothian. It is one of the most prosperous and productive UK regions and includes Scotland's iconic capital city, recognised worldwide for its culture, history and architecture.
2. The city region has a population of approximately 1.4 million people, more than a quarter of the Scottish population. Regional partners calculate that it contributes over £33 billion per year to the Scottish and UK economies.
3. A key driver for the investment in this deal is the opportunity to address inclusion across the region. Prosperity and success is not universal across the region: 21% of children are living in poverty; there is a lack of mid-market and affordable housing; and too many people are unable to move on from low wage/low skill jobs. The deal will address these issues, create new economic opportunities, and is expected to provide up to 21,000 new jobs. The region's new skills programme, alongside improved transport and housing provision, will ensure that businesses and communities across the region will benefit and will be given the chance to take advantage of these exciting new opportunities.
4. Since Spring 2016, the Scottish and UK Governments have been working with local partners to develop a transformational and inclusive city deal for the region that will:
 - Build on the region's strengths such as its high growth sectors that will provide the jobs of the future, its world class universities that are working with businesses on ground breaking R&D and innovation and Edinburgh's world class cultural offer.
 - Address key economic barriers with significant new investment in housing and transport.
 - Address issues which are constraining the region's economic potential and which match the strategic priorities for growth as outlined in the Scottish Government's Economic Strategy and the UK Government's emerging Industrial Strategy.
5. This heads of terms is a tripartite agreement between the Scottish Government, the UK Government and regional partners. **Both Governments are committed to jointly investing up to £600m over the next 15 years subject to:**
 - approval of final business cases for all projects and programmes;
 - development of a final city deal document and implementation plan;
 - establishment of clear and robust governance arrangements; and
 - the consent of all constituent local authorities and partners.
6. Regional partners have committed to contributing up to £501m to match fund the joint commitment from both governments. Overall this represents a deal worth over £1.1bn of investment.
7. This document represents a heads of terms agreement. Further detail on the implementation of specific commitments will follow in a finalised City Region Deal

document. This heads of terms document has been produced for the purposes of outlining the principles of the deal and does not form a legally binding contract.

THE COMMITMENTS

RESEARCH, DEVELOPMENT, AND INNOVATION PROGRAMME

8. Innovation is the lifeblood of the region's economy. The region is already home to world class research and development activity, much of which acts as an anchor for the development of new products and services through innovation in the private sector.
9. In Edinburgh city centre, approximately 2,400 people are employed in 570 technology led businesses, in close proximity to the University of Edinburgh. Growth has been impressive, with an increase of 58% and 48% in GVA and turnover respectively between 2010-14. Both Governments and local partners recognise the potential to further accelerate the development of key sectors (e.g. data science, robotics, financial services, fintech, agritech, creative and digital sectors) and to ensure the benefits of this growth are spread across the region.
10. As such the UK Government, Scottish Government and local partners have agreed a transformational Research, Development and Innovation programme (RD&I) for the region. This will drive further growth in the above sectors of the city region's economy and will support wider reform and improvement in public service provision.

Key commitments include

11. The UK Government and the Scottish Government will provide up to £350m of capital funding over a fifteen-year period to support the development of:
 - **Data storage and analysis technology that will allow large datasets to be brought together, in a secure environment, from public and private sector organisations.** This data analysis repository will allow the development of new products and services within key sectors. It will be based at the UK's National Supercomputer Centre at Easter Bush and will be connected to a region-wide Internet of Things (IoT) network.
 - **Five RD&I sectoral hubs** that will draw on the data repository and support RD&I activity in key sectors.
 - **The Bayes Centre for data**, a facility adjacent to the existing School of Informatics, which will provide shared working spaces for world-leading applied researchers, students, existing data science institutes and industry to drive data-driven Innovation.
 - **The Quatermile Old Royal Infirmary** will bring together researchers, businesses and key public sector organisations to drive RD&I in financial services, fintech, creative and media technology, tourism and public service provision

- **The Usher Institute** building within Edinburgh’s BioQuarter will house a centre for utilising data at scale to support data-driven health research, medical informatics and population health sciences.
- **The National Robotarium** will be co-located on the Heriot-Watt University campus. It will offer access to leading-edge applied research in autonomous systems, sensor technologies, existing micro-assembly equipment. The Robotarium will also have access to the resources of both Heriot-Watt University and the University of Edinburgh.
- Scaled-up incubation space for bioscience businesses and specialist facilities at **Easter Bush**, delivering alignment with the Roslin Institute’s research excellence in agritech and extensive industry partnerships.
- A **Food and Drink Innovation Campus located at Queen Margaret University** which will enhance and grow the nation’s food and drink sector. This will stimulate economic growth based on both national and international markets.
- **An Edinburgh and South East Scotland programme of investment in economic infrastructure** to ensure that businesses and communities across the region are fully able to engage in the data-driven innovation opportunities, **including industrial and business premises, to ensure maximum impact from the innovation investment.** Local partners and the private sector will invest significant additional funding to deliver key regional economic priorities including new industrial and business premises at Tweedbank, in the Scottish Borders, and across Fife.

12. Complementing the Government investment, the private sector and local partners will invest £52m of capital funding to support the development of the RD&I hubs and a further £201m over a 10-year period, to provide a university-led innovation support programme that will:

- support companies to undertake RD&I activities in the RD&I sectoral hubs;
- support research and commercialisation of new products and services;
- create and deliver new Higher Education courses; and
- support the development of a new generation of entrepreneurs – working in key sectors.

EMPLOYABILITY AND SKILLS

13. The Scottish Government’s recent Enterprise and Skills Review identified opportunities to strengthen regional delivery to achieve better outcomes.

14. **Key commitments include:**

- The Scottish Government will support the regional partners to stimulate active collaboration to deliver better outcomes for all of the region and particularly those people facing significant disadvantages to securing and sustaining meaningful, high quality employment.

- The Scottish Government will invest up to £25m (over eight years) in the regional partnership to deliver an Integrated Regional Employability and Skills Programme. This will reduce skills shortages and gaps, and deliver incremental system-wide improvements to boost the flow of individuals from disadvantaged groups (e.g. young care leavers, workless, and those in low paid or insecure jobs) into the good career opportunities that will be generated through the city region deal investment. This will deliver better impact from existing public, private and third sector investments.

TRANSPORT

15. This deal will deliver major investments to ensure that Scotland's capital and its region is served by world class transport infrastructure. The recently published SESplan cross-boundary study of the region has helped to show where transport investment will be most effectively targeted.
16. Partners will put in place a regional developer contributions framework which takes account of work being led by SESplan and the emerging findings of the jointly-produced cross-boundary study. These interventions and commitments, taken with the additional transport investment to enable the innovation and housing projects, will help ensure the region continues to grow and flourish.

17. Key commitments include:

- The Scottish Government will invest up to £120m to support improvements to the A720 City Bypass for the grade separation of Sheriffhall Roundabout.
- The Scottish Government will provide £20m investment to support public transport infrastructure improvements identified by the West Edinburgh Transport Appraisal, alongside investment from partners and the private sector.
- The Scottish Government commits to continuing to work collaboratively with the regional partners on identified regionally-led local transport investment priorities through the establishment of a Transport Appraisal Working group, with an agreed and mutually shared remit and proposed outcomes. Partners will have the opportunity to be involved in and influence the second Strategic Transport Projects Review.

CULTURE

18. Scotland's capital city has a world-class cultural offer which is vital in attracting around four million visitors a year who inject £1.3 billion to the region's economy. The new concert hall unlocked through this city deal will deliver £40m private sector investment and make a significant contribution to the ongoing success of Edinburgh's cultural offer.

19. Key commitments include:

- Both Governments will provide up to £10m each (a maximum of £20m) of capital funding to support the delivery of a new IMPACT concert hall that will reinforce Edinburgh's position as a pre-eminent Festival City.

HOUSING

20. As part of this deal, a regional housing programme recognises the very significant housing pressures across the region and the need to provide suitable housing to support sustainable economic growth.
21. The regional partners have committed, supported by the Scottish Government to deliver a 10-year ambitious programme of new housing across the region, delivering certainty to SMEs and maximising the economic benefit from the construction process through a substantial increase in off-site construction methods. This will be supported by existing training programmes through the Construction Scotland Innovation Centre.
22. This joint approach between local partners and Scottish Government will support the delivery of significant numbers of new homes across the region. Key to this scale of delivery is the unlocking of seven strategic sites. These are Winchburgh, Blindwells, Edinburgh's Waterfront, Calderwood, Shawfair, Tweedbank and Dunfermline.
23. The Scottish Government will support this delivery with the following key commitments:
 - Build on the recently committed additional £125 million between 2018/19-2020/21 to support the regional partners' 10-year affordable housing programme, subject to successful progress on this initial phase. Work on the next phase of the programme and the associated funding profile beyond 2020/21 to achieve agreed outcomes will begin in 2018.
 - Guarantee on a risk-sharing basis alongside West Lothian Council, up to £150m of infrastructure investment that will unlock up to 5,000 new homes in Winchburgh, West Lothian.
 - Prioritise and work with local authorities on a site-by-site basis to support local authority borrowing and share the financing risk of infrastructure delivery required across these sites, learning from the Winchburgh approach.
 - Provide housing infrastructure funding of up to £50m, of predominantly private sector loans, to be spent on projects that will unlock housing in strategic development sites across the region and which will build upon the regional strengths in off-site construction creating new economic and export opportunities.
 - Provide a financing and funding package comprised of consent to on-lend up to £248m and an additional one-off £15m capital grant to enable the City of Edinburgh Council to establish a new regional housing company to deliver a minimum of 1,500 homes at mid-market rent and competitive market rent levels.
24. Both Governments will also work with regional partners to maximise the potential contribution of public sector land and property in the region to help unlock further new housing.
25. These interventions will be linked to inclusive growth objectives through the creation of new jobs in deprived areas with investment linked to training opportunities.

GOVERNANCE AND ASSURANCE

26. Strong and effective leadership and governance is paramount to both successful implementation and in providing assurance to governments, local authorities and wider regional partners. To date, the city region deal has been developed through joint working by the region's local authorities and two consortiums, one for the business community and one for Higher and Further Education establishments, led by the University of Edinburgh.

Key commitments include:

27. Local partners will demonstrate the value for money case for each project and programme before funding is made available. As such, all commitments in this document are subject to the approval of final business cases from the relevant Government, or from both Governments in the case of jointly funded projects.

28. Partners will establish a new model of regional governance that will encompass the best practice approaches identified within the regional partnerships work stream of Phase 2 of the Enterprise and Skills Review. Following the recommendations of the Enterprise and Skills Review the model will focus on the needs of the area and will include an integral role for the private and third sectors. The new regional governance will include effective engagement with Scottish Enterprise, Skills Development Scotland and incorporate senior business and industry leadership. In respect of the Scottish Borders, the announcement of the South of Scotland Enterprise Agency will require Scottish Borders Council, all agencies and Government to take an approach that ensures an effective fit between the governance for the City Region Deal and the statutory nature of the new Agency.

29. The Scottish Government is developing an Inclusive Growth monitoring framework which will incorporate clear indicators to measure progress towards the five high-level inclusive growth outcomes (Economic Performance and Productivity, Labour Market Access, Fair Work, People, and Place) and will expect the City Region Deal evaluation and monitoring reports to align with this.

30. Local partners will work with both the UK Government and the Scottish Government to develop a final City Region Deal document, detailed implementation plan with monitoring and evaluation frameworks and associated business cases for all projects and/or programmes receiving funding from the UK and/or Scottish Governments.

31. Local partners will work with both the UK Government and Scottish Government to agree a communications strategy and an operating protocol. Both documents will set out how communications about the City Region Deal and its associated activities are taken forward, in a way that meet the needs of the regional partners as well as the UK and Scottish Governments.

ENDS

REPORT TO: East Lothian Council
MEETING DATE: 22 August 2017
BY: Chief Executive
SUBJECT: 2017/18 Council Improvement Plan

5

1 PURPOSE

- 1.1 To present the 2017/18 Council Improvement Plan to the Council for approval.

2 RECOMMENDATIONS

- 2.1 The Council is recommended to:
- a) note the update report on the 2016/17 Council Improvement Plan (Appendix 1)
 - b) approve the 2017/18 Council Improvement Plan (Appendix 2).

3 BACKGROUND

- 3.1 The annual Council Improvement Plan is based on improvement actions drawn up using evidence from a range of self-evaluation activities and external audit and inspection reports including:
- the Corporate Governance Self-evaluation, (Audit & Governance Committee, 20 June 2017)
 - Audit Scotland's report: Local Government in Scotland: Performance and Challenges (Audit & Governance Committee, 20 June 2017)
 - the auditor's interim audit report (Audit & Governance Committee, 20 June 2017)
 - Audit Scotland's Local Scrutiny Plan (East Lothian Council, 27 June 2017).
- 3.2 Appendix 1 provides a monitoring report on progress in achieving the actions from the 2016/17 Council Improvement Plan. No actions have had to be carried forward into the 2017/18 Plan.

- 3.3 The Corporate Governance self-evaluation carried out by the Council Management Team (reported to Audit & Governance Committee, 20 June 2017) identified eight areas of development and improvement. These build on existing good practice and improvement actions already being implemented to support the Council's progress through continuous improvement. These actions have all been included in the 2017/18 Council Improvement Plan.
- 3.4 The Council Improvement Plan does not contain any specific actions arising from Audit Scotland's Local Government in Scotland report, the Auditors' interim audit report or the Local Scrutiny Plan. The auditors' report and the Local Scrutiny Plan both provide assurance that there are no major concerns about the council's governance and performance management arrangements.
- 3.5 The Accounts Commission has embarked on a new process for undertaking Best Value Audits of Scotland's 32 local authorities. The new process is centred around publication of Best Value Assessment Reports based on auditing of processes and procedures in line with the duty of Best Value.
- 3.6 The Local Scrutiny Plan highlighted that East Lothian Council will be subject to a Best Value Assessment Report in 2018/19. The Council's auditors will review some Best Value criteria as part of their 2016/17 local audit, following which they will scope and prepare a timetable for the additional Best Value audit work to be carried out during 2018 audit. It is expected that the Best Value Assessment Report will be published in late 2018.
- 3.7 The Council has a well-defined and established Improvement to Excellence: Continuous Improvement Framework, including self-evaluation, performance management, financial and strategic planning and improvement activity. The framework and the work that is undertaken corporately and across all services under the framework will provide a good evidence base for the Council's submission for the Best Value audit. A senior officer working group has been established to provide leadership and oversight of the various strands of this continuous improvement work.
- 3.8 The Council successfully undertook an assessment for the Quality Scotland Committed to Excellence award in March 2017. The Council Management Team has decided to follow this up with an application for the Quality Scotland Recognised for Excellence award, the next step up the ladder towards full recognition under the European Foundation for Quality Management framework. The assessment for this award will take place in March 2018
- 3.9 The preparation for the Best Value assessment and the Recognised for Excellence award have been included as actions in the Council Improvement Plan.
- 3.10 Implementation of the 2017/18 Council Improvement Plan will be assured via ongoing internal monitoring of progress on key actions points by the relevant lead officers and Depute Chief Executives. Monitoring reports on progress with implementing the Plan will be made to the Council Management Team and the Audit and Governance Committee.

4 POLICY IMPLICATIONS

- 4.1 In accordance with the principles of Best Value the Council strives to pursue 'continuous improvement' and seeks to deliver services in as effective and efficient way as possible. The recommendations arising from Council's self-evaluations, review and inspection work identified above help to inform the Council's pursuit of 'continuous improvement' through the adoption and implementation of the 2017/18 Council Improvement Plan.
- 4.2 The 2017/18 Council Improvement Plan will assist the Council in demonstrating that it is achieving Best Value. It will provide the necessary focus to improve key areas of the Council at a corporate level, thus aiding delivery of the Council Plan. Moreover, it will support East Lothian Council in its constant striving for continuous improvement, to continue improving the quality and delivery of its services.

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.
- 6.2 Personnel – none.
- 6.3 Other – none.

7 BACKGROUND PAPERS

- 7.1 Appendix 1: 2016/17 Council Improvement Plan Final Monitoring Report
- 7.2 Appendix 2: 2017/18 Council Improvement Plan
- 7.3 Corporate Governance Self-Evaluation and Annual Governance Statement 2017; report to Audit & Governance Committee, 20 June 2017
- 7.4 Local Government in Scotland: Performance and Challenges 2017 (Accounts Commission, March 2017); report to Audit & Governance Committee, 20 June 2017
- 7.5 Interim Audit Report (Audit Scotland); report to Audit & Governance Committee, 20 June 2017
- 7.6 Local Scrutiny Plan 2016/17 (Audit Scotland); report to East Lothian Council, 27 June 2017

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Appendix 1: 2016/17 Council Improvement Plan: Monitoring Statement (July 2017)

2017/18 Council Improvement Plan

We deliver excellent services as effectively and efficiently as possible

	ACTION	LEAD	DEADLINE	UPDATE
1	Begin developing a new Council Plan for 2017 – 2022 in autumn 2016. The Draft Plan will be presented to Council in early 2017 and form the basis of the Plan to be adopted by Council in August 2017. The work to develop the Draft Plan will include review of the East Lothian Profile, challenges and opportunities facing East Lothian and East Lothian Council and a review of Council policies to ensure they are relevant and up-to-date	Service Manager Corporate Policy & Improvement	Feb 2017	Draft 2017-2022 Council Plan approved by Council in Feb 2017 Final version of 2017-2022 Council Plan approved by Council in June 2017
2	Undertake benchmarking exercises on three service areas in order to better understand the variance in East Lothian Council performance against other councils	Service Manager Corporate Policy & Improvement and relevant Service Managers	Mar 2017	The Council is participating in benchmarking exercises supported by the Improvement Service
3	Carry out a Best Value Review of at least one service during 2016/17	Service Manager Corporate Policy & Improvement and relevant Service Managers	Mar 2017	The Transformation team is supporting several service review exercises
4	Prepare an elected members' Induction Programme, including mandatory elements, a briefing on the role of elected members on partnership bodies and arms length organisations and offering the opportunity to undertake a Continuous Personal Development Programme, in consultation with elected members for council approval prior	Service Manager Democratic Services	Jan 2017	Elected member induction programme prepared and approved in March 2017 and carried out following the May 2017 elections. Further development sessions for

	to the 2017 Council elections			elected members will be programmed throughout the year.
5	Review Standing Orders including the Scheme of Administration (roles and responsibilities of Council Committees) and the Scheme of Delegation	Service Manager Democratic Services	Mar 2017	Revised Standing Orders will be presented to the August Council meeting
6	Review the Workforce Development Plan	Service Manager Corporate Policy & Improvement	Oct 2016	The Workforce Development Plan 2012-2017 is still relevant and guiding priorities for training and development. A new plan is being prepared
7	Promote greater awareness of Council policies such as the Gifts and Hospitality policy and Register of Interests	Service Manager Democratic Services	Oct 2016	Council policies including Gifts and Hospitality policy have been publicised via the new Intranet and Inform, the new staff 'e-zine'
8	Review and where appropriate, act on the recommendations of the East Lothian Poverty Commission	Service Manager Corporate Policy & Improvement	Oct 2016	The Poverty Commission report was approved in principle by Council (Oct 2016). An Action Plan based on the report's recommendations has been prepared
9	Review and where appropriate, act on the new duties and responsibilities arising the Community Empowerment (Scotland) Act 2015	Service Manager Corporate Policy & Improvement	Oct 2016	Publication of Guidance on the Act was delayed until mid-December. A report on the Act and its implications for the Council is to be considered at the September 2017 Cabinet meeting
10	The Council will follow up the review of STRIVE (the Third	Service Manager	Dec 2016	The final report of the review

	Sector interface) to further strengthen the relationship between the third sector, the Council and East Lothian Partnership	Corporate Policy & Improvement		of STRIVE was presented to East Lothian Partnership in October 2016. Following discussions on taking forward the report's recommendations a report was approved at the June 2017 Partnership meeting
11	Implement staff communications plan to ensure staff are fully informed and engaged; including identifying ways to recognise and celebrate excellent performance and employee achievement	Service manager Corporate Policy & Improvement	Oct 2016	Staff communications including publicising excellent performance and employee achievement is being developed through the staff 'e-zine'
12	Implement the Web Development strategy to provide a more responsive and effective Council website that will support more 'self-service' activity by council service users – 'Channel Shift'	Service Manager Corporate Policy & Improvement	Mar 2017	The new fully responsive website which will support the development of on-line services has been procured. The new website will be on-line by late autumn 2017. Procurement of a new Customer Relations Management (CRM) system is progressing

Appendix 2: 2017/18 Council Improvement Plan

2017/18 Council Improvement Plan

We deliver excellent services as effectively and efficiently as possible

	ACTION	LEAD OFFICERS	DEADLINE
1	Adopt a 2017-2022 Council Plan	Service Manager Corporate Policy & Improvement	Completed
2	Further develop staff communications and engagement, building on positive programmes such as the One Council Workshops.”	Service Manager Corporate Policy & Improvement	Sept 2017 – March 2018
3	Review the Council’s key performance indicators and targets	Service Manager Corporate Policy & Improvement	October 2017
4	Support the East Lothian Partnership to prepare and adopt a new East Lothian Plan (meeting its statutory duty to prepare a Local Outcome Improvement Plan) and review the East Lothian Partnership governance structure	Service Manager Corporate Policy & Improvement	October 2017
5	Promote the Council’s consultation and engagement strategy and opportunities for public engagement and participation, which meet the Community Empowerment Act’s statutory requirements	Service manager Corporate Policy & Improvement	November 2017
6	Prepare and adopt a Workforce Plan, incorporating a Workforce Development Plan	Service Managers HR and Corporate Policy & Improvement	November 2017
7	Review elected members’ development needs and provide an ongoing training and development programme	Service Manager Corporate Policy &	November 2017

		Improvement	
8	Develop a regulatory services charter covering all services that provide regulatory services to business	Service Manager Protective Services	March 2018
9	Using Audit Scotland's Best Value Audit Toolkits, review the performance and practice of the council's key processes.	Service Manager Corporate Policy & Improvement	March 2018
10	Take necessary actions to improve processes, performance and governance identified through action 9 and in the Quality Scotland Committed to Excellence award feedback in preparation for submitting an application for the Quality Scotland Recognised for Excellence Award. This will provide independent external validation of the Council's practice.	Service Manager Corporate Policy & Improvement	March 2018

REPORT TO: East Lothian Council

MEETING DATE: 22 August 2017

BY: Chief Executive

SUBJECT: East Lothian Partnership – Local Outcomes Improvement Plan – Draft for Agreement

6

1 PURPOSE

- 1.1 To seek Council approval of the terms of the East Lothian Partnership’s draft Local Outcomes Improvement Plan: the “East Lothian Plan”.

2 RECOMMENDATIONS

- 2.1 That Council agree the outcomes and actions contained in the current draft East Lothian Plan.
- 2.2 That Council agree to delegate to the Chief Executive the consideration of and agreement to any further changes to the draft so that the Plan can be finalised in late September.

3 BACKGROUND

- 3.1 The Council is a member of East Lothian Partnership, the local Community Planning Partnership which brings together 22 organisations from all sectors – public, private, third and community – to work together to improve the lives of people in the area. The Council Leader is Chair of the Partnership. Also included on its Board are one councillor from each of the other two political groups on the Council, and the Council’s Chief Executive.
- 3.2 The Community Empowerment (Scotland) Act 2015 obliges East Lothian Partnership to produce a Local Outcomes Improvement Plan before 1 October 2017. This will replace the Partnership’s ten-year Single Outcome Agreement agreed in 2013.
- 3.3 The Act obliges the Partnership to consult community bodies on the content of the new Plan. This consultation process is currently in progress. The Partnership’s next meeting is scheduled for 26 September, when it is due to finalise its Plan taking account of the

comments received from community bodies in the current consultation exercise.

4 POLICY IMPLICATIONS

4.1 East Lothian Partnership has produced and agreed for consultation its draft East Lothian Plan. A copy is in the Members' Library (Ref: 101/17, Aug17 Bulletin), and the draft Plan is summarised at Appendix 1 to this report.

4.2 The Plan has been drafted in accordance with Scottish Government guidance, and is grounded in information about the area and people's lives here.

4.3 The Plan:

- is intended to tackle **inequalities of outcome**, particularly for groups of people who do less well than others because of socio-economic inequality;
- is focused on what partner organisations can achieve by working together, over and above what they already do as single organisations.

4.4 The Plan:

- **is not** a blueprint for the provision of all public service in East Lothian: individual organisations will still have their own Plans'
- **is not** intended for small areas – that is something we expect from forthcoming Locality Plans.

4.5 The Draft East Lothian Plan is based around three themes: Prosperous, Community-Minded and Fair – and the delivery of seven outcomes to be delivered by the Partnership:

Theme 1: prosperous

Outcomes

1.1: people are working, are free from in-work poverty and are able to develop and improve their work skills.

1.2: Local businesses are thriving and the business base is growing

1.3: People and businesses in East Lothian have better access to digital infrastructure and the digital skills they need.

Theme 2: community-minded

Outcomes

2.1: East Lothian has strong, resilient communities, where people respect each other and look out for each other;

2.2: East Lothian people can live affordably and contribute to a thriving community life in a high-quality environment

Theme 3: fair

Outcome 3.1: We tackle the causes and effects of poverty in East Lothian and we reduce the gap between the richest and the poorest people

Outcome 3.2: People in East Lothian are healthy (this outcome is likely to be reworded slightly)

Each outcome has a number of actions attached to it (set out in the summary attached at Appendix 1), focusing on what the partners need to do together, in addition to work already ongoing, to improve these outcomes.

- 4.6 The draft Plan corresponds well with the Council Plan and will support the achievement of the East Lothian Vision of “an even more prosperous, safe and sustainable East Lothian, with a dynamic and thriving economy, that enables our people and communities to flourish”.
- 4.7 Because of the statutory timescale for the Partnership to finalise its Plan, there will not be another opportunity for its terms to be presented to a Council meeting. Following the terms of the Council’s Scheme of Delegation, it is open to the Council to delegate to the Chief Executive the consideration and agreement of any further changes to the Plan which may arise from the Partnership’s consultation of community bodies.

5 INTEGRATED IMPACT ASSESSMENT

- 5.1 The final draft of the Plan will be subject to integrated impact assessment for consideration by the East Lothian Partnership.

6 RESOURCE IMPLICATIONS

- 6.1 Financial - the Community Empowerment (Scotland) Act binds certain partners, including the Council, to contribute such resources to the Partnership as the Partnership agrees. More detailed action planning will be required to deliver the actions set out in the Plan. One of the provisions in the draft Plan is a requirement for partners to work together to secure the efficient use of buildings (through co-location and relocation

where appropriate) and to repurpose relevant property assets for community benefit - principally for affordable housing and employment land which are particular issues for land supply in East Lothian.

- 6.2 Personnel - the Plan will require staff from the different partners to work together to improve outcomes.
- 6.3 Other – none identified.

7 BACKGROUND PAPERS

- 7.1 Draft East Lothian Plan 2017 – 27 – full version (in Members’ Library, Ref: 101/17, Aug17 Bulletin)
- 7.2 East Lothian Plan 2013-23 – Single Outcome Agreement (current Plan which is being replaced):

http://www.eastlothian.gov.uk/downloads/file/9787/the_east_lothian_plan_single_outcome_agreement_2013
- 7.3 Community Empowerment (Scotland) Act 2015: Part 2 – Community Planning:

<http://www.legislation.gov.uk/asp/2015/6/part/2>

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**DRAFT EAST Lothian PLAN – OUR LOCAL OUTCOMES IMPROVEMENT PLAN
SUMMARY**

Appendix 1

About the East Lothian Partnership

East Lothian Partnership is the community planning partnership for the area and has statutory responsibility for improving outcomes. Partners include the Council, Police Scotland, NHS Lothian, the Integrated Joint Board for Health and Social Care, STRiVE (the 3rd-sector interface for the area), and several others. Partners share responsibility for delivery once the Plan has been finalised and agreed.

Partners are:

Association of East Lothian Community Councils
Coalition of Community Care and Support Providers in Scotland
East Lothian Community Justice Partnership
East Lothian Council
Edinburgh College
East Lothian Tenants and Residents Panel
Federation of Small Businesses
Integrated Joint Board for Health and Social Care in East Lothian
JobcentrePlus/ Department for Work and Pensions
NHS Lothian
Police Scotland
Queen Margaret University
Scottish Care Ltd
Scottish Enterprise
Scottish Fire and Rescue Service
Scottish Natural Heritage
Skills Development Scotland
STRiVE
VisitScotland

About the draft Plan

The draft Plan:

- covers the next 10 years
- has been put together based on what the Partnership knows about our area: from statistics, from what people have told us in surveys, and from discussion among the community planning partners about where inequalities lie.
- is intended to tackle **inequalities of outcome**, particularly for groups of people who do less well than others because of socio-economic inequality.
- is designed to be simpler than the previous Plan (the East Lothian Partnership Single Outcome Agreement).
- details what partner organisations think they can achieve by working together, over and above what they already do as single organisations.
- is **not** a blueprint for the provision of all public service in East Lothian: individual organisations still have their own Plans.
- does **not** go into detail for small areas – that is something we expect from forthcoming Locality Plans.
- must by law be finalised before 1 October 2017.

The Partnership wants to focus on

- reducing inequalities across our area;
- tackling poverty; and
- working to prevent problems and act quickly when problems start.

Partners are already working together on many initiatives, but there are new things the Partnership board wants to do to deliver an East Lothian that is increasingly prosperous, community-minded and fair.

Theme 1: prosperous

Outcome 1.1: people are working, are free from in-work poverty and are able to develop and improve their work skills.

- a) We will produce a Workforce Plan for East Lothian to make sure that people are aware of sectors where there are job opportunities, and what they need to do to become “job-ready”.
- b) We will encourage career progression through training opportunities available under the forthcoming City Region deal.
- c) We will examine the issue of in-work poverty and encourage the payment of the Living Wage.

Outcome 1.2: Local businesses are thriving and the business base is expanding

- d) We will continue our work to get the City Region Deal in place.
- e) We will explore the potential for an Innovation Park close to Queen Margaret University
- f) We will work to repurpose the site of the former Cockenzie Power Station.
- g) We will work together to relocate and co-locate, and repurpose suitable assets as employment land (or land for affordable housing).

Outcome 1.3: People and businesses in East Lothian have better access to digital infrastructure and the digital skills they need.

- h) We will lobby for better broadband provision
- i) We will work with small businesses to make them aware of their options for conducting their business digitally
- j) We will encourage developers to install digital infrastructure in new premises.

Theme 2: community-minded

Outcome 2.1: East Lothian has strong, resilient communities, where people respect each other and look out for each other

- k) We will finalise the new Community Justice Outcome Improvement Plan.
- l) We will work to decrease the numbers of people who go missing, especially people with dementia and young people.
- m) We will focus on road safety, including safer journeys for pedestrians and cyclists of all ages.

Outcome 2.2: East Lothian people can live affordably and contribute to a thriving community life in a high-quality environment

- n) Through Area Partnerships, we will continue to help our communities to access resources so they can work out and take forward local priorities
- o) We will develop the right partnerships to bring forward affordable homes and help residents create and sustain great communities.
- p) We will seek to make life easier for people who have less access to transport, through provision and promotion of digital and telephone services, and through a focus on the needs of cyclists, pedestrians and users of public transport - of all ages.

Theme 3: fair

Outcome 3.1: We tackle the causes and effects of poverty in East Lothian and we reduce the gap between the richest and the poorest people

- q) We will implement the Poverty Action Plan arising from the work of the East Lothian poverty Commission
- r) We will run the Musselburgh Family Focus project bringing partners together to get the best outcomes for some of our most vulnerable families.

Outcome 3.2: People in East Lothian are healthy

- s) We will work to prioritise mental health for people of all ages.

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13 July 2017

REPORT TO: East Lothian Council

MEETING DATE: 22 August 2017

BY: Depute Chief Executive (Partnerships and Community Services)

SUBJECT: East Lothian Local Policing Plan 2017-2020

7

1 PURPOSE

- 1.1 To present Council with the East Lothian Local Policing Plan 2017-2020.

2 RECOMMENDATIONS

- 2.1 The Council approves the East Lothian Local Policing Plan 2017-2020, set out at the Appendix to this report.

3 BACKGROUND

- 3.1 There is a statutory requirement in the Police and Fire Reform (Scotland) Act 2012 for the Local Authority to approve both the Local Police and Fire and Rescue Plans before they can be published.

- 3.2 The East Lothian Local Policing Plan 2017-2020 has been produced by the Local Police Commander for East Lothian. The Plan details how local policing will seek to deliver better outcomes for communities in East Lothian over the next three years, and is also the beginning of a shift to focusing on longer term better outcomes. Policing priorities within the plan were identified using extensive consultation across partners and key stakeholders, both locally and nationally. It reflects the overarching policy to reduce inequalities both within, and between, our communities. It aims to:

- Protect children, young people and the most vulnerable within our communities.
- Support the victims of sexual crime
- Investigate child protection concerns

- Work in partnership to prevent drug and alcohol misuse
- Encourage the responsible management of licensed premises
- Investigate adult protection enquiries
- Prevent and reduce antisocial behaviour and crimes of violence
- Identify those perpetrators who present the greatest risk of harm
- Influence road user behaviour and improve road safety awareness

3.3 The Plan provides the basis for scrutiny of Police Scotland's performance by the Police, Fire and Community Safety Scrutiny Committee.

4 POLICY IMPLICATIONS

4.1 The East Lothian Single Local Outcome Agreement 2013 to 2023 is due to be replaced by a Local Outcomes Improvement Plan, providing a focus based on agreed local priorities and on evidence and analysis of the area and its communities. The draft Plan will be the subject of a separate report.

4.2 The East Lothian Local Policing Plan 2017-2020 will make a major contribution to the achievement of outcomes in East Lothian's Local Outcome Improvement Plan.

5 INTEGRATED IMPACT ASSESSMENT

5.1 The Local Plan is subject to Police Scotland's Equality and Human Rights Impact Assessment (EQHRIA) process. No negative impacts were found or determined during the assessment process, and the EQHRIA record is held by Police Scotland.

6 RESOURCE IMPLICATIONS

6.1 Financial - None

6.2 Personnel - None

6.3 Other - None

7 BACKGROUND PAPERS

7.1 Previous East Lothian Local Policing Plan 2014-2017: <http://www.scotland.police.uk/assets/pdf/142349/LothiansBorders/216181/220466/east-lothian-local-policing-plan-2014?view=Standard>

AUTHOR'S NAME	Chief Inspector Matt Paden
DESIGNATION	Police Scotland Local Area Commander for East Lothian
CONTACT INFO	Haddington Police Station
DATE	9 August 2017



East Lothian

Local Police Plan

2017 to 2020

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1. Introduction

Section 47 of the Police & Fire Reform (Scotland) Act 2012 states that the local police commander must prepare a 'Local Police Plan' that sets out priorities for the policing of that local authority area. The plan must set out the reasons for selecting the priorities and identify how the achievement of those priorities may be measured.

This is the 2017 to 2020 Local Police Plan for East Lothian.

Consultation and inclusion was at the heart of the formation of the Local Policing Plan, and development sessions with key stakeholders including Scottish Fire and Rescue Service, East Lothian Local Authority, Area Partnerships, NHS, and the third sector took place during the initial phases of its formation. Policing priorities in this Local Policing Plan were identified using;

- A Strategic Assessment (an analysis of risks and threats likely to impact on communities)
- Results from the Public Consultation Survey "Your View Counts" (Your View Counts is a new process for public consultation available online 365 days a year at www.scotland.police.uk. The consultation survey can also be obtained through your local police station)
- The East Lothian Council Local Outcome Improvement Plan (referred to as The East Lothian Single Local Outcome Agreement 2013 to 2023)

The Local Authority and a range of other local partners continued to be consulted throughout, and their input represented in the final content of the Local Police Plan.

The East Lothian Partnership

The East Lothian Partnership (ELP) is the overarching partnership responsible for delivering Community Planning in East Lothian. Police Scotland is one of the 22 partners that make up East Lothian Partnership, others partners include East Lothian Council, NHS Lothian, Scottish Fire & Rescue Service, STRiVE (the Third Sector Interface for East Lothian) and a range of other public, voluntary and community sector organisations.

The East Lothian Partnership developed The East Lothian Single Local Outcome Agreement 2013 to 2023, to outline what it aims to achieve. The Partnership is now developing a new East Lothian Plan, in accordance with changes in statutory requirements, to address ways in which partners can work together to reduce inequalities within East Lothian.

As a member of the East Lothian Partnership and a signatory to the East Lothian Plan, Police Scotland has made a commitment to work with partners to make a real difference to the lives of individuals and communities across East Lothian.

2. All About East Lothian

Population Growth

It is estimated that between 2010 and 2025 the local population in East Lothian will increase from 97,500 to 115,933; the largest growth in the Lothians and the fourth highest growth in Scotland. This growth will see a population with a higher proportion of older people and a higher proportion of younger people than the national average (data from the National Records of Scotland, SIMD, NHS Scotland and Scottish Neighbourhood Statistics).

About 80% of incidents currently attended by Police Scotland do not involve a crime; instead involve assisting those most vulnerable in our society, often within the younger or older sections of the community. This includes children or young people at risk of harm, missing persons of all ages and those involved in mental health incidents. To meet this emerging demand, **limited police resources will need to work more intelligently with partners and to focus on early intervention and prevention.**

Police Resources

Local resources are dedicated to policing the local area, both in terms of response and community policing. Early intervention and prevention is the key focus for local policing with Youth Community Officers supporting schools and Community Planning Officers supporting local authority community planning teams. The division has also committed to providing key prevention portfolio officers, such as Local Delivery Officers (LDO's). Through close links with partners, LDO's, support the delivery of prevention activity across the division by mapping it to the themes of the plans. This ensures that, at an operational level, prevention activity is consistent and in line with the plan.

Additional specialist resources to investigate crime or to support large scale events or incidents are all available at local, regional and national levels, for example, the Domestic Abuse Investigation Unit and National Rape Investigation Unit. National support has also been provided by the Air Support Unit based in Glasgow to assist in numerous incidents in East Lothian, including high risk missing person enquiries.

The structure of the operating model has also supported a number of large-scale events in East Lothian, such as The Open Championship in Muirfield, and the Riding of the Marches in Musselburgh. These events attracted over 170,000 visitors to the area, and the ability to call on additional regional, national and specialist resources, including counter terrorism specialists, served to **underline its merits and benefit to the communities of East Lothian.**

Police Buildings

Police Scotland needs modern, flexible buildings, which are fit for the future. We will seek to embed modern working practices and technology to help shape future service provision, whilst maximising opportunity for partnership working, from a modern and efficient asset base.

Evidence shows that co-location and shared services between partners leads to closer collaboration and, ultimately, better outcomes for the communities they serve. An example of forward looking, creative partnership working, where the police, local authority and our communities seek to benefit from a flexible estate strategy can be seen in the George Johnstone Centre in Tranent, where police officers, including the Local Delivery Officer, are co-located with Local Authority partners, providing more coherent and efficient working practices.

This approach will further enhance **collaboration and partnership working.**

3. Police Scotland

Police Scotland was formed on 1st April 2013.

Since that date the service has faced many challenges, and has sought to evolve in a progressive and constructive manner reflecting changes in society and local communities. Within these challenges the service has attempted to identify, and take advantage of, new opportunities, thereby strengthening both local and national policing.

Whilst this Local Police Plan confirms the local policing priorities for the next 3 years, these changes in our society and local communities mean that the police service has to adjust to continue to operate effectively; prioritising resources over the longer term of the next decade, leading up to 2026.

Over this ten-year period, the police service will need to make productive use of limited resources to create the ability to focus on early intervention and prevention by addressing inequalities and improve the overall impact of the service. To this end, we will work more intelligently with partners and the public to deliver **better outcomes for communities.**

4. Better Outcomes for Communities

This 2017-2020 Local Police Plan represents the start of a change from a short-term 3-year focus to a longer-term focus on better outcomes, which reflect the agreed priorities of the East Lothian Partnership.

Accordingly, all the identified priorities for the policing of East Lothian have been aligned to the themes and the relevant outcomes contained within The East Lothian Single Outcome Agreement 2013 to 2023.

The East Lothian Single Local Outcome Agreement 2013 to 2023 is evolving and will be referred to as the Local Outcome Improvement Plan towards the end of 2017, providing a focus based on agreed local priorities and on evidence and analysis of the area and its communities.

The relationships between outcomes, themes and police priorities are illustrated in the following 3 tables;

Table 1 – Better Outcomes for Communities

All of East Lothian’s young people are successful learners, confident individuals, effective contributors and responsible citizens

Single Local Outcome Agreement 2013 to 2023

Theme as per Single Local Outcome Agreement 2013 to 2023	Identified Police Priority (See section 6 ‘Measuring our Success’)	Short Term Police Outcome
Children are safe	Child protection	Children at risk are safer and less vulnerable
	Child sexual abuse & exploitation (Sexual Crime – Group 2)	Children at risk are safer and less vulnerable
	Missing persons (Missing Person Incidents)	To reduce instances and harm
	Cyber crime	To reduce the harm

Table 2 - Better Outcomes for Communities

In East Lothian we live healthier, more active and independent lives

Single Local Outcome Agreement 2013 to 2023

Theme as per Single Local Outcome Agreement 2013 to 2023	Identified Police Priority (See section 6 'Measuring our Success')	Short Term Police Outcome
People use less alcohol and drugs and they use them responsibly	Misuse drugs & alcohol (Crimes of Violence - Group 1 / Antisocial Behaviour Incidents)	To reduce the harm
People are enabled to live at home and access opportunities in their communities for as long as possible	Adults at risk	Adults at risk are safer and less vulnerable
	Doorstep crime & fraud (Crimes of Dishonesty - Group 3)	To reduce the harm
	Cyber crime	To reduce the harm
	Missing persons (Missing Person Incidents)	To reduce instances and harm

Table 3 - Better Outcomes for Communities

East Lothian is an even safer place

Single Local Outcome Agreement 2013 to 2023

Theme as per Single Local Outcome Agreement 2013 to 2023	Identified Police Priority (See section 6 'Measuring our Success')	Short Term Police Outcome
Communities experience less antisocial behaviour	Crimes of Violence (Group 1)	To reduce the harm caused by public and private space violence
	Antisocial Behaviour Incidents	To reduce the harm
People experience less hate crime	Racially Aggravated Conduct per 10,000 population	To reduce the harm
People experience less domestic violence at home and elsewhere	Domestic Abuse Incidents	To reduce the harm
There are fewer collisions, casualties and deaths on our roads	Road casualties	To reduce the harm

The following police priority is not readily aligned to a theme within the Single Outcome Agreement but nonetheless has been included in the Local Police Plan and also aligned to making East Lothian an even safer place

Tackling serious and organised crime and counter terrorism	Drugs, financial harm & fear	To reduce the harm
	Extremism & terrorism	To reduce the harm

5. Achieving Priorities & Outcomes

The following pages demonstrate how we will practically achieve priorities and outcomes through policing and through collaboration with partners.

Achieving Priorities & Outcomes

Child Protection, Child Sexual Abuse & Exploitation, Cyber Crime, Missing Persons

To ensure all of East Lothian's young people are successful learners, confident individuals, effective contributors and responsible citizens we will ...

- Protect children, young people and the most vulnerable within our communities, working in partnership, sharing relevant information and where appropriate taking action to support individuals through intervention and referral.
- Support the victims of sexual crime by proactively sharing information with partners and ensuring a victim centred approach.
- Investigate child protection concerns with sensitivity (GIRFEC) and work with partners to ensure that the children concerned achieve their full potential.

CASE STUDY – “Choices for Life” Initiative

Evidence shows that use of New Psychoactive Substances (NPS) in younger age groups is up to four times higher than in the adult population in Scotland.

In collaboration with partners, Police Scotland is working to reduce the demand for NPS in young people through education and implementing targeted prevention initiatives. For example, information on NPS is provided to schoolchildren through the Police Scotland ‘Choices for Life’ initiative, which is aimed at raising awareness amongst young people aged 11-18. The initiative also highlights the dangers of smoking, alcohol and drugs as well as online safety (cyber crime) and negative peer pressure. This vital message is delivered through our local policing teams, and provides access to useful and factual information through drama, facts and competitions, with useful resources for parents, carers, teachers and youth workers to assist in dealing with these difficult issues.

Follow up research with young people has reported an increase in knowledge of NPS following inputs, which would allow them to make more informed choices as well as an increased awareness of support services available.

This work is ongoing throughout the school year, and involves close collaborative work between Police Scotland, education, health and third sector organisations.

CASE STUDY – Welfare of Looked after Children as Missing Persons

In East Lothian, we recognised that looked after children were, by the very nature of their age and circumstances, a particularly vulnerable group within our communities and at even greater risk of harm if they became a missing person. (The term ‘looked after children’ refers to children and young people who are in care).

Police Scotland and its partner agencies (including *NHS Lothian*, *East Lothian Local Authority* and *Who Cares Scotland*) are seeking to promote Corporate Parenting in East Lothian. This means that everyone in our organisations has a responsibility to try and promote the wellbeing of our looked after children. With this in mind, we sought to provide enhanced safeguards by creating a working group with partners across the Local Authority and social work, and reviewed our working practices around how we deal with missing persons who are also looked after children. By taking this collaborative approach, we improved awareness and understanding across our partners, and promoted better outcomes for looked after children who were being reported missing on a regular basis.

We were able to devise early intervention strategies and address the underlying issues and causes of their repeated missing episodes. This in turn allowed partners to enable and support these children in making safer and healthier choices, in turn reducing the number of missing person episodes.

This approach is in line with the work undertaken by the divisional missing person coordinator and current work under the National Missing Person Framework being piloted in several divisions across Police Scotland aimed at improving our working practices around dealing with missing persons who are also looked after children. This tiered approach under our operating model of work devised at a *local* level (East Lothian working group), supported and assisted at *divisional* level (missing person coordinator) and *national* level (National Missing Person Framework pilots) means resources are as effective as possible at delivering the local outcomes we seek to achieve.

CASE STUDY – Family Focus - The Musselburgh Total Place

The East Lothian Partnership established the Musselburgh Total Place Pilot as a way to investigate how better outcomes could be achieved for the most vulnerable families living in the Musselburgh area. The 'Total Place' approach challenged partners to identify resources that partners invest in families who are in receipt of services from multiple partner agencies but who continue to experience negative outcomes. It sought to engage with families to understand more about the impact of the services offered from the perspective of the families and also to work with local practitioners to gather their insights of working with vulnerable families.

As a result of this work, leaders at the East Lothian Partnership have a better understanding of the complexity of circumstances and factors which combine to increase the vulnerability of families and affect their ability to succeed. Among these factors are poverty, social isolation, health problems, trauma, low educational attainment and repeated engagement with statutory services. There is also recognition of the importance of building good relationships between services and families, building trust and working together towards more positive outcomes. Families spoke of their frustration with dealing with multiple agencies and individuals and a lack of continuity of support to help them to sustain changes in their lives.

As a result of this work, plans are now in place to establish a dedicated Family Focus team to work with families towards a better future. This work will keep the voice of the family central at all times and work holistically with multiple members of each family. The Team will also work with other partners across Musselburgh to improve understanding of vulnerability and encourage services to work in new ways to meet the needs of families. The service will also support greater networking opportunities for practitioners and services working across the Musselburgh area to foster the sharing of information about the services and projects underway. The team will be established by summer 2017.

Achieving Priorities & Outcomes

Misuse of Drugs & Alcohol, Adults at Risk, Doorstep Crime & Fraud, Cyber Crime, Missing Persons

To ensure in East Lothian we live healthier, more active and independent lives we will ...

- Work in partnership to prevent drug and alcohol misuse through effective early intervention, education and enforcement.
- Encourage the responsible management of licensed premises, robustly enforcing licensing legislation, making presentation to the East Lothian licensing board where necessary.
- Investigate adult protection enquiries with sensitivity and work with partners to ensure that those adults concerned achieve their full potential.

CASE STUDY – “Weed Them Out” Initiative

The criminals involved in commercial cannabis cultivation often have links to serious organised crime, which can include human trafficking and exploitation of other adults at risk through vulnerabilities. When these individuals establish cannabis cultivations in residential properties, the problem is brought into local communities.

As part of our commitment to tackle drug misuse we held a seminar with partners including housing authorities, housing associations, retailers, the fire service, NHS and the post office, with coverage across social media, radio and newspapers. This included advice on how to recognise potential cultivations and what to do, and drew attention to associated risks, such as the danger surrounding the theft of electricity and commensurate potential for fatal fires.

The event was a notable success, with very positive feedback from all attendees. The event has been recognised nationally as best practice and, in practical terms, has seen a significant increase in the number of cultivations seized. Tackling drug misuse requires a multi-faceted approach. The Weed Them Out campaign brought together partners from across the public services and private sector towards this goal, and brought about a significant practical increase in seizures. In the long-term, increased awareness on the part of our partners, and the development of the reporting process, will continue to see these cultivations either stopped from being set-up, or removed at a much earlier stage, thereby reducing the effect on the community.

CASE STUDY – Door Step Crime

Doorstep crime is the name given to crimes carried out by bogus callers and rogue traders who call uninvited at people's homes under the guise of legitimate business or trade. Doorstep crime affects some of the most vulnerable within our local communities, with victims targeted because of their perceived vulnerability; whether that is age or disability. Many become repeat victims, and their quality of life can deteriorate significantly after such incidents.

Engaging with vulnerable groups can often be difficult, so a programme of public talks was undertaken with these vulnerable groups in joint partnership with Trading Standards and specialist crime prevention police officers giving advice on home security, personal safety, crime prevention surveys within their home and how best to deal with bogus callers. A campaign using local and social media, community council and Community and Police Partnership meetings and the distribution of literature giving advice and highlighting the issue was also undertaken to maximise the number of people reached.

Feedback was extremely positive from individuals, many of whom expressed they were unaware of the problem or how to deal with it. This preventative approach helped to ensure resilience in some of the most vulnerable members of our communities.

Achieving Priorities & Outcomes

Serious Assault, Housebreakings & Theft, Hate Crime, Domestic Abuse, Sexual Crimes, Road Casualties, Drugs, Financial Harm & Fear, Extremism & Terrorism

To ensure **East Lothian is an even safer place** we will ...

- Work in partnership to prevent and reduce antisocial behaviour and crimes of violence through early and effective intervention, enforcement and education.
- Through partnership working, identify those perpetrators who present the greatest risk of harm, actively targeting and utilising all available methods to reduce the threat posed by them and ensure the safety and wellbeing of victims and their families.
- Influence road user behaviour and improve road safety awareness through education, initiatives, activities and enforcement.

CASE STUDY – Prevent E-Learning Package – Counter Terrorism

Police Scotland is committed to protecting communities by reducing and mitigating the risk and impact of terrorism to Scotland and its communities. Vulnerable individuals in our communities may be at an increased risk of radicalisation and extremism.

By creating a working group utilising specialist officers at a regional and divisional level and partners in education, NHS, Scottish Ambulance Service, utility companies, etc. the Lothian and Scottish Borders produced a bespoke 'Prevent' E Learning package for partners from the ground-up. This package was produced with the aim of stopping individuals becoming radicalised by extremists by including and working with partners in education, faith, health and criminal justice and supporting them to recognise potential risks and enabling them, through their workforce, to address those risks in the best way.

The E-learning package has provided a consistent approach to training in this important area and over 3,000 local authority staff have completed the training course so far, including East Lothian, reducing the risk of vulnerable individuals becoming radicalised, and extremism and terrorism in our communities.

CASE STUDY – Anti-social Behaviour

Anti-social behaviour impacts on individuals, families and communities and is manifested in hundreds of different ways in different locations, but the effects of each incident are immediate, real and personal. It prevents a peaceful community life, degrades the environment and is a barrier to making East Lothian a safer place. Whilst anti-social behaviour can happen everywhere, communities in deprived areas often feel the brunt of it. We know from consultation and feedback within our communities how important anti-social behaviour is, and we are committed to tackling and reducing it effectively.

Tackling anti-social behaviour cannot be the responsibility of one agency. It requires collective effort by social services, schools, the police, environmental health officers, businesses and, of course, residents themselves. To this end, we have a police officer that is seconded to work specifically with partners on targeting anti-social behaviour, located in the George Johnstone Centre in Tranent. Through innovative working practices, they have instituted a system of Parental Advisory Letters, where the parents of youths that have come to the attention of the police or community wardens for anti-social behaviour are sent a maximum of three warning letters, detailing the behaviour. Follow up visits to the children and parents are undertaken by police and Local Authority colleagues, who will also collaborate with other partners, including social work if necessary, to carry out early intervention strategies and address the underlying issues causing the behaviour.

Detailed analytical work is also undertaken to identify repeat victims of anti-social behaviour, which includes vulnerable adults. Through enhanced collaborative working with partners in housing associations, social work, and local authority anti-social behaviour teams, several persistent offenders have been given anti-social behaviour orders. These fully integrated partnership approaches have reduced anti-social behaviour in a real and practical way that have benefited the communities we serve by reducing the frequency and effect of anti-social behaviour.

6. Measuring Success

As previously mentioned, this 2017-2020 Local Police Plan represents the start of a change from a short-term 3-year focus to a longer-term focus on longer-term outcomes. Accordingly, the outcomes will be progressed during the lifetime of this Plan.

There are many factors that influence short-term performance, but to allow for appropriate scrutiny, performance indicators have been identified from Police Scotland Quarterly Management Information, from Your View Counts Surveys and from User Satisfaction Surveys that reflect a better focus on outcomes.

In monitoring progress towards outcomes, these police performance indicators should be considered in context with partner indicators within the Single Outcome Agreement.

Crimes and offences are grouped under recognised categories for statistical purposes. The Scottish Government defines these categories. For example, Group 1 refers to ‘Non Sexual Crimes of Violence’, (such as serious assault, robbery), Group 2 refers to ‘Sexual Crimes’, (such as rape, voyeurism) and so on.

Police Scotland publishes management information on an annual and quarterly basis, by local authority and by police division, as well as at a national level. These reports are produced to demonstrate Police Scotland’s commitment to transparency.

Police Scotland publishes all of these reports on the ‘Our Performance’ section of the Police Scotland website. The reports can be accessed here: <http://www.scotland.police.uk/about-us/our-performance/>

Police Performance Indicators are listed in Appendix 1.

7. Contact Us

Local Contact Details:

Haddington Police Station
39-41 Court Street
Haddington
EH41 3AE

Telephone number: Single Non-Emergency, Number 101

Email: For all non-emergency issues or enquiries relating to Police business, you can contact us via:

mailto:EastLothianLPP@scotland.pnn.police.uk

This group email address is provided for you to discuss non-urgent local policing issues. It should not be used to report a crime or incident.

For information about your local Community Policing Team and other services that Police Scotland provides, please refer to the Force website at: <http://www.scotland.police.uk/>

We are here to help

- If you have any concerns or issues you wish to discuss, contact your local Community Policing Team.
- Dial 999 for an emergency that requires urgent police attention.
- For non-emergency contact, call 101, the single non-emergency number.
- If you have information about crime in your area and wish to provide it anonymously, call CRIMESTOPPERS on 0800 555 111
- Service users who are deaf or have a hearing impairment can contact Police Scotland via TextRelay in an emergency on 18000 or non-emergency on 18001 101.

Social Media: [#keepingpeoplesafe](#) / Twitter: <http://twitter.com/policescotland> / Facebook: <http://facebook.com/policescotland>

8. Appendix 1 – Police Performance Indicators

All of East Lothian's young people are successful learners, confident individuals, effective contributors and responsible citizens. In East Lothian we live healthier, more active and independent lives and East Lothian is an even safer place.

Non-Sexual Crimes of Violence (Group 1)

Sexual Crime (Group 2)

Crimes of Dishonesty (Group 3)

Antisocial Behaviour Incidents

Racially Aggravated Conduct

Domestic Abuse Incidents

% Domestic Abuse Incidents that result in crime report

Road Casualties

Source: Quarterly Management Information

REPORT TO: East Lothian Council

MEETING DATE: 22 August 2017

BY: Depute Chief Executive (Resources and People Services)

SUBJECT: Education Governance: Next Steps

8

1 PURPOSE

- 1.1 To update the Council on the outcome of the Scottish Government's consultation on Empowering teachers, parents and communities to achieve excellence and equity in education: a Governance Review.
- 1.2 To inform the Council of the Scottish Government's Education Governance: Fair Funding to Achieve Excellence and Equity - a Consultation
- 1.3 To inform the Council of the Scottish Government's publication of Education Governance: Next Steps and the series of reforms which have wide-ranging implications for the local authority in terms of local democratic accountability, policy, delivery and finance.
- 1.4 To seek the Council's agreement to provide an East Lothian Council response to the Scottish Government's Education Governance: Next Steps and Education Governance Fair Funding to Achieve Excellence and Equity in Education - A Consultation to shape and influence the emerging Scottish Government policy in relation to Education Governance and its future approach to school funding.

2 RECOMMENDATIONS

- 2.1 The Council is asked to:
 - i. note the contents of this report;
 - ii. note the contents of the Empowering teachers, parents and communities to achieve Excellence and Equity in Education: an analysis of consultation responses;
 - iii. note that a range of consultation activities will be undertaken to gather the views of stakeholders in relation to the Scottish Government's Education Governance: Fair Funding to Achieve Excellence and Equity - a Consultation; and

- iv. agree to delegate to the Chief Executive, Leader of the Council and Education Convener, that East Lothian Council will provide a response to the Education Governance: Next Steps and the Fair Funding to Achieve Excellence and Equity - a Consultation.

3 BACKGROUND

- 3.1 The Scottish Government commissioned the Organisation for Economic Co-operation and Development (OECD) to undertake a policy review of Scottish education. The purpose was to inform the ongoing development of education policy, practice and leadership in Scotland, by providing an independent review of the direction of Curriculum for Excellence and emerging impacts seen in quality and equity in Scottish schooling.
- 3.2 The Improving Schools in Scotland: An OECD Perspective report published December 2015 set out 12 key recommendations to improve excellence and equity in Scottish education. The OECD believes that these recommendations can help move Curriculum for Excellence and the Scottish system to be among those leading the world. The OECD state that Curriculum for Excellence needs to be less managed from the centre and become a more dynamic, highly equitable curriculum being built constantly in schools, networks and communities with a strengthened “middle” in a vision of collective responsibility and multi-layered governance.
- 3.3 The Scottish Government established an International Council of Education Advisers (ICEA) in 2016 to advise Ministers on how best to achieve excellence and equity in Scottish education. The membership of the ICEA draws upon world-leading education and business experts with a range of knowledge and extensive experience of advising educators and governments on education leadership, school improvement and reform. The ICEA’s role is to advise on the Scottish Government’s priorities for education and ensure policy and practice, and the actions set out to achieve excellence and equity are influenced by international best practice.
- 3.4 The National Improvement Framework published by the Scottish Government January 2016 sets out to address one of the key issues identified by the OECD. The Scottish Government’s Delivering Excellence and Equity in Scottish Education, A Delivery Plan for Scotland published June 2016 builds on the work contained within the National Improvement Framework and addresses the recommendations set out in the OECD review.
- 3.5 The Delivery Plan identifies three core aims under which priorities and actions are grouped. The three core aims are:
 - A Relentless Focus on Closing the Attainment Gap,
 - A Curriculum which Delivers for Children and Teachers, and

- Empowering our Teachers, Headteachers, Practitioners, Parents Communities and Children and Young People.

Empowering our Teachers, Headteachers, Practitioners, Parents Communities and Children and Young People

- 3.5 In September 2016 the Scottish Government published Empowering teachers, parents and communities to achieve excellence and equity in education: a Governance Review. The Governance Review examined the system changes required to devolve decision making and funding directly to schools and communities. The review also sought views on the governance of education in Scotland and how the Scottish Government can further empower teachers, practitioners, parents, schools and early learning and childcare settings.
- 3.5.1 East Lothian Council's Education Service carried out a consultation between November and December 2016. The consultation received 61 responses from children, young people, parents, Parent Councils and education staff. Responses were collated and informed East Lothian Council's formal response to the Governance Review. East Lothian Council's formal response was submitted to the Scottish Government January 2017.
- 3.5.2 The Scottish Government published an analysis of the 1154 submissions to the Governance Review consultation alongside the publication of Education Governance: Next Steps June 2015. Extracts from the Scottish Government's publication of the Analysis of consultation responses are set out below.

Review of current governance system

- 3.5.3 Overall, there was widespread support for the current governance system and arrangements which were not regarded as a barrier for improvement and that the case for significant changes in governance had not been made. Generally, respondents advocated for improvements to concentrate on processes rather than structures. "There is no need to fix something that is not broken."

National functions and bodies

- 3.5.4 Many respondents saw the current level of devolution to local authorities as positive with many reporting that current governance arrangements allow for a degree of local knowledge to be implemented.
- 3.5.5 On the whole, respondents saw the role of the current national bodies such as the General Teaching Council for Scotland, the Scottish Qualifications Authority as positive, supportive and necessary. However, many respondents were critical of Education Scotland in relation to its dual role in providing guidance and carrying out inspections.

Regional collaborations

- 3.5.6 There was strong opposition against the uniform establishment of educational regions, particularly from local authorities, but also from schools, agencies, parent councils and individuals. The primary criticisms revolved around an increase in unnecessary bureaucracy and a loss of local accountability, as well as a general weakening of democratic representation.

Cluster working

- 3.5.7 Respondents reported that cluster working was being done proactively already by groups of schools and there was recognition that a more formal process in the right circumstances could lead to efficiencies in the system.

School and teacher empowerment

- 3.5.8 Respondents reported that current levels of devolution of responsibility were adequate and there was a strong emphasis on not increasing the workload and burden on schools and teachers.

Parental and community empowerment

- 3.5.9 Across all responses, there was general agreement that parents on the whole were well engaged with their child's school and that they were adequately represented under current arrangements, though a minority voiced issues around a lack of communication.

Funding

- 3.5.10 The balance of support was against devolving a greater range of responsibilities to schools, for fear this would create excessive bureaucracy, bring too much risk to school level and distract from leading teaching and learning.

Accountability

- 3.5.11 There were conflicting views around current accountability arrangements, with no consensus as to how the current system could be improved.

Additional Support Needs

- 3.5.12 There was a general consensus that ASN should remain at a higher level of governance than the individual school. Respondents overall felt that the current education system would benefit from greater resourcing and joined-up working under current governance arrangements, rather than a change in responsibilities to individual schools.

Education Governance: Next Steps

- 3.6 The Scottish Government published Education Governance: Next Steps in June 2015 setting out its response to the outcome of the Governance Review consultation. The timescales for the implementation and delivery

of the recommendations within the publication are fast paced and challenging. The recommendations set out in the Education Governance: Next Steps publication reflect nine of the thirty-two key points from the analysis of responses set out within the Executive Summary, Education Governance: Analysis of consultation responses.

- 3.7 The 5 main themes set out within the Executive Summary very much reflect East Lothian Council's vision for the provision and delivery of education in that it is centred around children and young people, is school and teacher led, focuses on the quality of learning and teaching, supports leadership; and has a relentless focus on improvement.

What is changing?

- 3.8 Currently, in our role as an Education Authority, East Lothian Council holds the statutory responsibility for the provision and delivery of education, for performance and improvement of individual schools as well the cumulative authority, as the employer of all staff within a school setting and those who support its schools. This statutory duty is set out in the Standards in Scotland's Schools Act 2000 and was amended in 2016 to place new duties on Education Authorities and schools including new planning and reporting arrangements commencing August 2017.

- 3.9 The Education Governance: Next Steps paper disaggregates the strategic leadership role of local government and proposes redistribution of functions which has an impact on democratic accountability. These changes will be statutory in nature and will be set out within an Education Bill introduced in early 2018. The disaggregation of the provision and delivery of education from local government does not take account fully of other statutory duties set out in inter-related legislation, including the Children and Young People's Act 2014, GIRFEC and Education (ASfL) (Scotland) Act 2013.

- 3.10 The main function of the local authority will be to provide support services to schools in the following:

- providing education support services, including the supply of schools; the provision of denominational and Gaelic-medium schools where required; the administration of placing and admissions procedures, including for children with additional support needs; planning for future requirements within the school estate; and securing excellent Head Teachers for schools
- providing HR services for all school staff and respond to HR requests from Head teachers
- be the employer of the education workforce within local authority schools and early learning and childcare settings
- support the provision of early learning and childcare delivered by funded providers as well as local authority provision
- appoint Head Teachers

- be accountable to local communities for the provision of education support services including early learning and childcare.
- appoint a Chief Education Officer as set out in the Education (Scotland) Act 2016 in order to fulfil the authority's responsibility in relation to education support services
- have a new duty to collaborate to support improvement on a regional basis
- be responsible for improvement through the provision of education support services, regional collaboration and securing leadership in schools
- collaborating with other local authorities and national agencies to provide staff (including Head Teachers and teachers) to work within the regional improvement collaborative
- ensuring that other local authority provision, such as Children's Services and Library and Community Services work effectively with schools and regional improvement collaboratives to provide care and education to children and their families.

3.11 The creation of Regional Collaboratives, to be resourced between Education Scotland employees and local authority employees will focus on improvement and closing the attainment gap. The Regional Collaboratives will identify and report on regional educational priorities with regional plans linked to the National Improvement Framework priorities. Newly created Regional Directors will report directly to the Chief Executive, Education Scotland who in turn will report directly to the Scottish Government.

3.12 A Head Teachers' Charter to be included in the Education Bill 2018 will change the role and remit of Head Teachers to include:

- responsibility for attainment and addressing the attainment gap;
- responsibility for recruitment, structure and management of school-based employees from Local Authorities to Head teachers;
- responsibility for delivery of curriculum in each school to Head Teachers; and
- responsibility for further funding streams to Head Teachers informed by the outcome of the Fairer Funding consultation.

Fair Funding to Achieve Excellence and Equity in Education: a Consultation

3.13 The transformation of education governance outlined within the Education Governance: Next Steps paper is to be supported by a fair and transparent funding system that puts schools at the heart of decision making. The Scottish Government proposes to develop an approach to

funding that truly empowers schools, and provides the framework of support which schools need, based on the outcome of the Fair Funding consultation which will close 13 October 2017.

Report on the initial findings of the International Council of Education Advisers (ICEA)

- 3.14 The ICEA published a report in July 2017 on the International Council's initial analysis and discussion of the challenges involved, and the action required to make Scotland's education system world class. The ICEA was concerned that, in a drive to deliver clarity of purpose for all those involved in Scottish education, there was a risk that education policy was moving away from the "whole child" approach of Curriculum for Excellence towards a more specific, measureable approach as required by the National Improvement Framework. The ICEA also made some recommendations around the issue of governance stating it was important to consider how to de-clutter the system without damaging it. The ICEA advised against becoming too focused on changing the structure of the education system when, arguably, the more important aspects are the culture and capacity within the system.

4 POLICY IMPLICATIONS

- 4.1 There are no direct policy implications associated with this report. The changes to the governance of education as set out within the Scottish Government's Education Governance: Next Steps paper will have significant implications for current Council policies.

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 - no direct implications associated with this report. The outcome of the Scottish Government's Fair Funding consultation could have significant implications for the Council in terms of the future funding of education.
- 6.2 Personnel - no direct implications associated with this report. The Scottish Government's Education Governance: Next Steps paper will have significant implications for personnel within the Council.
- 6.3 Other - the Scottish Government's Education Governance: Next Steps paper will have significant implications for other partner agencies, organisations and services.

7 BACKGROUND PAPERS

- 7.1 The Improving Schools in Scotland: an OECD Perspective
<http://www.oecd.org/edu/school/improving-schools-in-scotland.htm>
- 7.2 National Improvement Framework Achieving Excellence and Equity
<http://www.gov.scot/Resource/0049/00491758.pdf>
- 7.3 Delivering Excellence and Equity in Scottish Education: a Delivery Plan for Scotland
<http://www.gov.scot/Resource/0050/00502222.pdf>
- 7.3 Empowering Teachers, parents and Communities to Achieve Excellence and Equity in Education: a Governance Review September 2016
<https://consult.scotland.gov.uk/empowering-schools/a-governancereview>
- 7.4 Education Governance - Next Steps Executive Summary June 2017
<http://www.gov.scot/Resource/0052/00521038.pdf>
- 7.5 Report to the Education Committee on Delivering Excellence and Equity, November 2016
- 7.5 East Lothian Council's response to the Scottish Government's consultation on Empowering teachers, parents and communities to achieve Excellence and Equity in Education: A Governance Review.
- 7.6 Report of the initial findings of the International Council of Education Advisers, July 2017
<http://www.gov.scot/Resource/0052/00522962.pdf>

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REPORT TO: East Lothian Council

MEETING DATE: 22 August 2017

BY: Chief Social Work Officer

SUBJECT: Annual Report of the Chief Social Work Officer 2016/17

9

1 PURPOSE

- 1.1 To provide Council with the Annual Report of the Chief Social Work Officer (CSWO) 2016/17 on the statutory work undertaken on the Council's behalf. The report also provides Council with an overview of regulation and inspection, and significant social policy themes current over the past year.

2 RECOMMENDATIONS

- 2.1 Council is asked to note the 2016/17 Annual Report of the Chief Social Work Officer.

3 BACKGROUND

- 3.1 The requirement that every local authority should have a professionally qualified CSWO is contained within Section 45 of the Local Government (Scotland) Act, 1994. The particular qualifications are set down in regulations. This is one of a number of officers, roles or duties with which local authorities have to comply. The role replaced the requirement in Section 3 of the Social Work (Scotland) Act, 1968 for each local authority to appoint a Director of Social Work.
- 3.2 This report is prepared in line with the guidance on the role of the CSWO published by the Scottish Government in 2011 – 'prepare an annual report to the local authority on all the statutory, governance and leadership functions of the role'.
- 3.3 The CSWO Advisor to the Scottish Government, in consultation with CSWOs, the Care Inspectorate, Social Work Scotland and the Scottish Government, created this template for the annual CSWO report. This template is designed to create parameters around the information provided. It does not ask for new information to be produced but is designed to draw out key information in a more focused way and to create a more analytical and reflective report. The template was amended in May 2017.

4 POLICY IMPLICATIONS

- 4.1 2016/17 saw significant pressures on all social work services particularly through increasing demand, more complex care needs, and a very challenging budget.
- 4.2 This year involved major restructuring within the management structure of the Health and Social Care Partnership with the aim of making service delivery more efficient and effective than before. There was an opportunity to look at service provision across the county and begin planning and developing better services to those who require it.
- 4.3 This report covers all statutory services particularly child protection; adult protection; criminal justice (including MAPPA); and violence against women and girls.
- 4.4 This report aims to highlight the good work that is going on East Lothian, as well as the challenges that we are facing. Whilst there will be some difficult decisions to be made over the next few years, I am of the opinion that we are developing a flexible and committed workforce that can adapt to these challenges.

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
- 6.2 Personnel - none
- 6.3 Other - none

7 BACKGROUND PAPERS

- 7.1 The CSWO Annual Report 2016/17 is attached.

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EAST LOTHIAN COUNCIL

CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2016/17

August 2017



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1. PREFACE

Chief Social Work Officer

Under the Social Work (Scotland) Act 1968, all Local Authorities have to appoint a Chief Social Work Officer (CSWO). The CSWO has specific remits with regard to statutory decision making. Further, they must ensure that appropriate guidance and advice is given to the local authority to enable it to discharge its statutory functions in relation to social work and social care. The CSWO has overall responsibility for social work practice and standards – whether provided directly by the local authority or in partnership with other agencies.

The CSWO must:

- Provide professional advice to the Chief Executive and Elected Members, on statutory duties including corporate parenting; child protection; adult protection; and managing high risk offenders.
- Take the final decision on behalf of the local authority on a range of statutory matters (ie. adoption; secure accommodation; guardianship).
- Ensure that only registered social workers undertake functions defined in legislation (ie. Mental Health Officers; management of offenders; etc).
- Ensure that governance arrangements are in place for the management of complex issues and balance risk with need and civil liberties.

The CSWO Annual Report

In 2014, a new national template for the CSWO Annual Report was introduced. The intention of this template was to support the Chief Social Work Adviser in the Scottish Government to collate an overview Summary Report for the whole of Scotland, based on the key content of the 32 CSWO Reports. Additional guidance was issued in May 2017.

The template provides a structure for the annual CSWO report, which covers the financial year. Its intention is to clearly, and succinctly, set out:

- how social work services are being delivered in the local authority area
- what is working well
- what is not working well
- how the LA is planning for and delivering change
- highlight innovative and good practice
- highlight areas of challenge.

Links to more detailed/strategic reports are encouraged so the reader can refer to these.

2. SUMMARY OF PERFORMANCE (Key Challenges, Developments and Improvements 2016/17)

1. East Lothian Council's 10-year strategic plan, drawn up in 2013, is currently being reviewed to take account of the challenges and opportunities faced by the Council. The Draft Council Plan 2017 - 2022 is being amended following the Council Elections held in May 2017.
2. Originally, the strategic direction was to be over the next 5 years, with focus on the following themes:
 - Growing our Economy – to increase sustainability and inclusive economic growth as the basis for a more prosperous East Lothian.
 - Growing our People – to give 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. The updated draft plan is intended to cover the next 10 years. The aim is to tackle inequalities of outcome, particularly for groups of people who do less well than others because of socio-economic inequality.
4. The overarching objectives are to reduce inequalities across our area; tackle poverty; and work to prevent problems and act quickly when problems start.
5. The Draft Council Plan focuses on several themes:
 - To be prosperous
 - To be community-minded
 - To be fair
6. The Council remains committed to reducing inequality and breaking the cycle of poverty by prioritising measures that will contribute to inclusiveness and growth. The plan stresses the need for a partnership approach involving the Council (including the Health and Social Care Partnership (HSCP)), businesses and third sector and other public sector partners, communities and citizens of the county if these objectives are to be realised.

Current Challenges

7. The Local Government Benchmarking Framework National Report 2015/16 (published in February 2017), states that during the past 6 years, Scottish Councils have faced a reduction in funding in real terms, of 11%.
8. Due to financial and service demand pressures that the Council now faces, the service has to ensure that not only is it in a position to respond to these

pressures, but is also able to utilise opportunities as they arise. Efficiencies have been made in the workforce and in improving service delivery processes. Further, the Council actively collaborates with partners in service redesigns that will help deliver services more efficiently and effectively.

9. For East Lothian, challenges include:

- A growing elderly population and children and young people population resulting in additional care needs
- Whilst relatively affluent, there are rising levels of poverty and inequalities in the county
- Through medical advances, a welcome, but increasing number of people with complex needs are living longer; managing this need and demand is one of the Council's biggest challenges
- Increasing demand being put on housing provision to cater for individual needs as well as being affordable to all
- Responding to national government policy and legislative changes; these include Public Bodies (Joint Working)(Scotland) Act 2014; Community Empowerment (Scotland) Act; Community Justice (Scotland) Act 2016; Children and Young Peoples (Scotland) Act 2014; Carers (Scotland) Act 2016; etc.

10. The Council has continually adapted to address the above challenges. Significant organisational and governance change, with the introduction on 1st April 2016 of the HSCP organisation and management arrangements is a prime example of this collaborative approach. This included the integration of the management of social work and health services through the Director of Health and Social Care supported by two Heads of Service, for Children and Adult Services and for Older People and Access Services.

11. 2016/17 built on this with the introduction of jointly appointed NHS Lothian and East Lothian Council Group Service Managers and Service Managers across the services. This will ensure effective and experienced management is in place. Going forward, local services will be remodelled jointly by the Council and NHS Lothian, to ensure that service delivery becomes more flexible, efficient, and appropriate for need and delivers improved outcomes for service users.

12. Delayed Discharges presented an ongoing challenge in 2016/17, with an unprecedented number of delays over the summer of 2016. Contributory factors for this (mainly due to staffing pressures) included restrictions on access to care homes and difficulties with supply of care at home. The position improved substantially in the second half of 2016/17, with the HSCP consistently ahead of the improvement target trajectory. The HSCP will be expected to continue its improved position in relation to delayed discharges during 2017/18.

13. The Council's Transformation Team are working closely with the HSCP to remodel key processes in assessment and service delivery to improve public experience and create more efficient services. The Transformational Programme has been ongoing in East Lothian for several years with the aim being to maximise benefits via improvements in service delivery through utilising staff skills more effectively and productively, thus increasing capacity.

14. The HSCP and the Council's Development Services completed a strategic analysis of future needs for Housing with Care for Older People in response to a growing and ageing population. An operational Health, Housing and Social Care Group has also been established to better plan and deliver short and medium term housing solutions for all adult clients, but with particular focus on those with complex needs.

Health and Social Care Partnership (HSCP) and Integration Joint Board (IJB)

15. 2016/17 was the first full year of operation of the IJB with delegated budgets and issuing of Directions to the NHS Lothian Health Board and the Council to support delivery of the IJB's Health and Social Care Partnership Strategic Plan 2016-2019.
16. All services other than Children's Social Work Services are now delegated functions of the IJB, although Children's Social Work Services are managed as part of the HSCP. Local management of previously centrally managed NHS Lothian adult health services (Learning Disabilities, Substance Misuse and Mental Health), transferred to the IJB on 1st April 2017. These will be developed in partnership with social work services to secure improved service access, service delivery and better outcomes for clients.
17. Children's Services, including school nursing and health visiting services continue to develop links and relationships within the Partnership. Work continues to promote cross cutting service areas and maximising shared and mutually beneficial opportunities, particularly in relation to early intervention and prevention work.
18. The Children and Young People's Services Plan, approved in April 2016, was updated for submission to Scottish Government and re-publication in April 2017, to comply with the statutory requirements of the Children & Young People's (Scotland) Act 2014.
19. Work was undertaken throughout 2016 in preparation for Criminal Justice Authorities (CJAs) being abolished in April 2017, and being replaced with Community Justice Scotland.
20. The Reducing Re-offending Group was set up to report to the Reducing Re-offending Board. This Board sits alongside the Safe and Vibrant Communities Planning Partnership. The East Lothian Community Justice Local Outcome Improvement Plan 2017-20 was submitted to the Scottish Government in March 2017. This forms the basis of how all agencies and stakeholders are going to work together to help reduce inequalities; have effective intervention programmes in place; and ultimately, help to reduce re-offending by individuals in the county.
21. A Clinical and Care Governance Group (CCGG) has been established to provide clear and robust governance within the HSCP. The group will ensure

that there is effective clinical and care governance within the Partnership, providing assurance to the Council and NHS Lothian Board, patients, service users, unpaid carers and their families, clinical and care staff, managers, and members of the IJB.

Key Developments and Challenges Going Forward into 2017/18



- 22.** The Scottish Historical Child Abuse Inquiry was set up on 1st October 2015 to look at the abuse of children in care. The Inquiry intends to raise public awareness of the abuse of children in care and provide an opportunity for public acknowledgement of the victims' experiences. An East Lothian Inquiry Oversight Group has been established to help deliver all functions relating to the Inquiry and will provide strategic and operational direction and prepare for any East Lothian Council contributions to the Inquiry. Suitable systems are in place and key contacts identified.
- 23.** Maintaining and effectively implementing the Children and Young People's Act and the 'Getting it Right for Every Child' wellbeing framework through joint service systems, priorities and efficiencies between Children's Services and Education Services remains a priority. A review of the effective operation of this cross-service partnership working will be a priority during 2017/18.
- 24.** Children's Services are facing significant financial pressures stemming from a long-term trend of increasing population and case referrals. Demand for foster care placements, including children's complex additional support needs and disability, external placements and secure placements in Children's and Education Services remains above budget. Benchmarking analysis is underway supported by the Improvement Service and Social Work Scotland to establish the comparative national context for the pressures being experienced locally.

- 25.**All of the Council's home care services for all adult client groups were retendered during 2016/17. The Council and IJB agreed the model to be tendered and the HSCP worked closely with Council Legal and Procurement teams to tender over 20,000 hours of care at a cost per annum of c£19m. The new contracts came into place in April 2017 and resulted in an increase in the number of providers and in their capacity to meet growing care needs.
- 26.**The new home care model is structured to improve capacity, incentivise quality, improve uptake of Self Directed Support (SDS) and create a more stable provider base. There are now 15 providers on the framework. 2017/18 will focus on implementation and transition for clients from the previous to the new framework.
- 27.**In 2016/17, plans were finalised for the re-modelling of older people's day centres. In February 2017, proposals were presented to the IJB with recommendations to support the re-modelling work with further investment from the Integrated Care Fund to achieve greater community capacity, prevention and early intervention and flexible support for older people in need of day care. This work will continue apace in 2017/18.
- 28.**Neighbourhood Networks have been established in East Lothian to promote a personal outcomes approach for adult clients and reduced dependence on packages of care. To date, networks have been set up in three locations in East Lothian. However, these now need to develop and expand if they are to sustain in the future.
- 29.**The HSCP will commence work on the re-provision of Council-run care home services in North Berwick, Musselburgh and Dunbar. This will be carried out in partnership with NHS Lothian and in the context of the strategic Housing with Care Analysis carried out in 2016/17.
- 30.**In line with the Government focus on reducing custodial sentences by improving community sentencing options, as well as improving services for women, East Lothian's Criminal Justice Service has been improving service delivery by creating a more flexible workforce and working alongside partners in the community to deliver group work programmes for both men and women. Through community justice and partnership working, the opportunity to create more innovative practice now exists. The Criminal Justice Team will play a crucial role in helping drive forward East Lothian's Local Outcome Improvement Plan as part of the community justice agenda.
- 31.**Looking ahead there will be ongoing challenges for social work services in East Lothian in 2017/18, including further implementation of Self Directed Support; process changes in social work assessment and delivery; joint Council and NHS Lothian service reviews; engaging clients and communities in service developments and management of expectations; and working within a constrained financial position.

- 32.** 2017/18 will see the HSCP work with the new Council Administration to identify new ways of working which promotes individual choice, tackles inequality and encourages change, whilst working within efficiencies and budget control measures.
- 33.** Service reviews and management structure developments will take place during the next year as the HSCP moves into its next phase of integrated service development. Opportunities exist to make service delivery more efficient and effective by reducing and removing barriers between services. Pathways are being identified that will make the service user journey more seamless and effective.
- 34.** Within the Council and HSCP, there is a very dedicated and committed workforce. Through them, innovation and creativity in service delivery continues, particularly when faced with challenges and difficulties. Utilising their skills and knowledge to improve service delivery within the challenges we face is something that the Transformation Team will continue working with us on.
- 35.** It is of note that the Council's Domiciliary Care Team won the Team of the Year Award in the Council's annual Star Awards. Further, ELSIE (East Lothian Service for Integrated Care for the Elderly) project, which is based at Roodlands Hospital, Haddington, was voted Team of the Year in NHS Lothian's annual Celebrating Success Awards.

3. PARTNERSHIP WORKING (Governance and Accountability Arrangements)

- 36.** The CSWO role and function is not affected by the integration of health and social care as detailed in the Public Bodies (Joint Working)(Scotland) Act 2014.
- 37.** Following restructuring within the HSCP, the CSWO post is now combined with the Group Service Manager post for Statutory Adult Services. The CSWO reports directly to the Chief Executive of the Council and to the Director of the Health and Social Care Partnership (HSCP). These arrangements are on a formal basis although unplanned ad hoc meetings occur as and when required.
- 38.** The CSWO, whilst not a member of the Council's Management Team, determines attendance as and when necessary. The CSWO regularly participates in other strategic fora e.g. Full Council, Policy Performance Review Committee, etc, thus ensuring that Elected Members and Senior Officials are appropriately advised and briefed, involved in scrutinising performance and service delivery, as well as being aware of service developments.
- 39.** The CSWO is a non-voting member of the IJB giving professional advice regarding social work and social care provision. This helps inform Board members who are from a range of backgrounds and may be unfamiliar with some of social work responsibilities and functions. Throughout 2016/17, the IJB has focussed on implementing and achieving the Directions as stated in the Strategic Plan 2016/19. A review of the Directions for 2016/17 was undertaken with a view to changing the approach for 2017/18 to ensure that Directions reflect current national, East Lothian and NHS Lothian strategic priorities. The CSWO has been able to advise and comment on these.
- 40.** Children's Services are not a delegated function of the IJB. As such, alternative governance arrangements for strategic direction of children's services have been put in place through the Council and the East Lothian Community Planning Partnership. The CSWO is a member of the Children's Strategic Partnership and the Looked After Children Corporate Parenting Group. These formal meetings provide strategic direction and accountability.
- 41.** A clinical and care governance group has recently been established. Core members include the CSWO, the Chief Nurse, the Clinical Director, and the lead Allied Health Professional. This group ensures clear and robust oversight of practice within East Lothian, including guidance and advice on professional standards and expectations across the HSCP. This is crucial for staff working in integrated services. As the partnership develops this group will drive innovative learning and practice, with active involvement of the appropriate professional governing bodies.
- 42.** East Lothian and Midlothian have a joint Public Protection structure which enables close collaboration across all sectors of the public protection agenda.

The overarching body is the Critical Services Oversight Group (CSOG) whose membership consists of senior officers, including CSWOs and Chief Executives from both authorities. Beneath this sits the East Lothian and Midlothian Public Protection Committee (EMPPC) which provides a scrutiny role in overseeing the four improvement plans – Adult Support and Protection, Child Protection, Offender Management, and Violence Against Women and Girls. The Committee reports to CSOG. The CSWO sits on both the Committee and CSOG.

- 43.** Beneath the EMPPC are three sub-groups – the Performance and Quality Improvement Group; the Learning and Practice Development Group; and the Offender Management Group. These groups provide the performance framework, self-evaluation and improvement drivers from which practice is scrutinised with focus on outcomes rather than outputs – they evidence that services are making a difference in people’s lives. Further, staff training is monitored to ensure that staff groups are equipped to recognise and deal with situations appropriately.
- 44.** Lead operational roles for Adult and Child Protection have been identified and allocated to specific posts within the HSCP management structure to enable formal information exchange between services and the CSWO. This gives the CSWO oversight in relation to all public protection matters across the client lifespan. The CSWO can then give appropriate advice to the Chief Executive, to Elected Members of the Council and to IJB Board Members, with regard protection issues.

4. SOCIAL SERVICES DELIVERY LANDSCAPE

East Lothian Profile

- 45.** East Lothian has a population of 103,050 (2015) which is expected to grow by 23.3% between 2012 and 2037. The number of people aged over 65 is forecast to grow by 72.2% during this period, whilst the number of 0-15 year olds is projected to increase by 27.5%. These increases will bring differing pressures and needs within the community.
- 46.** Life expectancy rates are good indicators of significant health inequalities. In East Lothian, there is an 8-year difference between males and a 12-year difference between females across the county in comparison to the national average.
- 47.** The greatest concentration of deprivation is in the towns in the west of the county (i.e. Prestonpans, Musselburgh, Tranent and Wallyford). However, whilst it makes sense to target these areas with regard to service delivery, those who experience disadvantage or inequalities do not all live in these areas and focused work is required in other areas.
- 48.** The East Lothian school exclusion rate for primary and secondary school pupils was above the Scottish rate in both 2012/13 and 2014/15. Excluding children from school has a marked affect on them with a direct correlation between school exclusion and instances of youth offending. Reducing school exclusions is detailed in improvement plans for education, children services, and community justice.
- 49.** While the misuse of alcohol and drugs affects all communities, the greatest level of harm is experienced by people living in East Lothian's most deprived communities. In East Lothian the estimated number of individuals with problem drug use (between the ages of 15-64 years), is 880: 580 male and 300 female. Compared to national figures, this would indicate a slightly larger percentage of female users in East Lothian.
- 50.** Some 1800 children are estimated to live in East Lothian households where one or both parents have some level of problematic parental alcohol misuse. It is estimated that some 400 children live with a parent with some form of problematic drug use. The consequence of this misuse is that many of these children fail to thrive with others living with an increased level of risk and harm.
- 51.** Whilst older East Lothian residents do not face a higher risk of hospital admission than other areas, their risk of delay in getting home is higher and this can lead to loss of independence and greater dependence on support from statutory services. Addressing this is a priority for the HSCP.
- 52.** In summary, East Lothian is faced with a growing population; an aging population; longer life expectancy for all – which includes long-term conditions

medical conditions and complex needs – as well as a marked difference between east and west of the county in terms of most and least deprived areas.

- 53.** For social work services working within the HSCP, a key aim is to target and address those who experience inequalities and neglect. However, to do so requires multi-agency responses as the fundamental causes of neglect are linked to education, employment, housing and income. Further, the demographic dynamics that make up East Lothian (particularly age profile and geographical layout) present particular dilemmas that need to be addressed in order for service delivery to be effective and efficient.
- 54.** In summary, East Lothian is going through a significant period of change with regards demographics. In turn, this is resulting in major infrastructure developments including housing; medical practices; schools; etc. All this will have an impact on social work services as demand will increase whilst we are faced with austerity measures. It is for this reason that much of our focus over the past year has been to restructure the workforce and work closely with the Transformation Team to ensure that we are getting the best out of ourselves, for the benefit of East Lothian citizens.

Service Delivery and Commissioning

- 55.** Early intervention and tackling inequalities are key priorities for ELC and the HSCP. Key examples include:
- Shifting the balance of care for older people from hospitals to care homes (ie. ELSIE: East Lothian Service for Integrated Care for the Elderly))
 - Using technology enabling people to remain safely in their homes
 - Programmes aimed at improving skills and employability to improve positive destinations for school leavers
- 56.** Whilst the above examples have been around for a few years, local government funding and population growth etc, have emphasised the need for us to think more creatively and innovatively. Through the Transformation Programme, we are systematically looking at service redesigns and options appraisals. This improvement journey is enabling us to be smarter and more creative whilst increasing capacity through better use of our skills and knowledge.
- 57.** The HSCP has given us an opportunity to build on prevention and early intervention initiatives by targeting priorities within our communities. Further, opportunities exist to redirect resources from acute health services to those in the community e.g. Hospital 2 Home; reablement.
- 58.** Improving resilience and capacity within our local communities is at the heart of East Lothian's plan. Through the Poverty Commission, Area Partnerships, Community Councils, and Emergency Planning, we are working in partnership with each other to improve understanding of what all of our roles are in the area of prevention and early intervention whether it be protecting one's own health or improving flood defences in your own home. All of these factors encourage

ownership and involvement and are crucial at this time of reducing resources but growing demand.

- 59.** We are making good progress in reducing delayed discharge through multi-disciplinary weekly meetings. We are able to identify individual needs and set up packages of care that are appropriate and necessary. However, we have to work closely with care at home providers as demand often outstrips supply.
- 60.** Care at Home plays a crucial role in helping people retain their independence. An average of 22,465 hours of Care at Home is provided each week, for approximately 1400 people. Of this, 93.5% of those hours are purchased from external suppliers. Unfortunately, demand outstrips supply with approximately 1500 hours of unmet need per week.
- 61.** The aim of self-directed support is to give people greater choice and control over the type of social care support they require. In East Lothian, we work closely with our partners in the private and voluntary sectors. Fifteen providers are now on the home care service framework. We are encouraging providers to work together to help increase maximum efficiencies within service delivery (eg. working in smaller areas thus reducing travel time).
- 62.** Unemployment is relatively low in East Lothian. This can make recruitment within the social care sector difficult due to competition from other commercial businesses who can offer better financial and working options. Further, the care at home sector continues to be vulnerable to changes in business structure including mergers and acquisitions and sometimes to concerns about quality of service. Not only is managing these issues resource intensive, assessing risk of harm (physical and emotional) to service users is at the heart of any of our concerns.
- 63.** A Strategic Housing Group and a Housing, Health and Social Care Operational Group have both been established. These are focussing on developing appropriate models and plans for housing, based on identified needs of service users. An analysis of future need for extra care housing for older people was completed. A similar review for adults (under 65's) is progressing during 2017/18.
- 64.** Developments in relation to community justice are welcome. During 2016/17, the newly formed Reducing Reoffending Group and Board met to produce the Local Improvement Outcome Plan (LOIP) for East Lothian, as part of the community justice agenda. The LOIP not only aims to increase community understanding and involvement, but clearly identifies partnerships as being crucial to tackling inequalities, discrimination and lack of opportunities for those who have committed offences. Improving access to housing, education and employment, and health services are regarded as priorities if re-offending is to be reduced. During 2017/18, multi-agency base-line performance data will be collated to inform the LOIP outcome indicators to enable progress to be mapped.

Service User and Carer Engagement

- 65.** Visibility of children and young people's involvement and engagement in service development and community planning has improved significantly with the creation of the care-experienced Champion's Board, supported by Life Changes Trust, and the pilot Tranent Primary Schools Streets Ahead project, supported by the Children's Parliament.
- 66.** The extended use of the online Viewpoint LAC questionnaire during 2016 enabled all young people who were looked after, the opportunity to express their views. These were then reported against GIRFEC wellbeing indicator outcomes – individually to inform the child's planning process but also collectively, to inform the Corporate Parenting agenda within the Children's Strategic Partnership and the wider community partnership.
- 67.** As part of the programme to recommission home care services, there was significant engagement with service users, carers and advocates in late 2015/16, continuing into 2016/17. This was designed to enable stakeholders to influence the models of care that were commissioned and to inform people about progress and likely changes.
- 68.** Throughout 2016/17, there was a co-production approach and review relating to day care provision for older people. Working collaboratively with the East Lothian Association of Day Centres, the 10-day centres themselves, and other stakeholders including Elected Members, the IJB, in early 2017, approved a report detailing how day centre provision would be provided for the next 3 years.
- 69.** The HSCP is committed to ensuring that service users and carers are at the heart of helping to inform and shape service delivery within the county, via a plethora of engagement and consultation channels. The HSCP web pages and social media activity maintain up-to-date information and guide members of the public to appropriate health and social care services available within East Lothian.

5. RESOURCES

- 70.** East Lothian Council continues to face significant challenges to deliver services due to increasing demand (and complexity of need) and unavoidable pressures such as welfare and pension reform, uplifts to the living wage, Pay Awards and constraints on national settlements.
- 71.** During 2016/17, the Council provided Social Work services covering Adults and Children's, with a total budget of over £66.1 million (Adults - £52 million and Children's - £14 million). Included within this budget was an additional £1 million of non-recurring support to Adult Services, which was provided by the Council during 2016/17 to support the delivery of a recurring programme of efficiencies. Expenditure commitments during the year based on full cost of service totalled £66.6 million (Adults - £52 million and Children's £14.5 million), resulting in an underspend of £0.06 million for Adults and an overspend of £0.50 million for Children's Services.
- 72.** During the year, both services faced significant challenges from increased demand, complexity in care packages and wider unavoidable pressures such as uplifts in the Living Wage. Further, services had to adapt increasing demand from the Community.
- 73.** In addition, to managing these demands, the Adults service was also tasked with delivering a programme of challenging efficiency savings designed to deliver improved service outcomes for individuals. Whilst the full extent of these savings was not realised, (in part due to implementation delays), the full delivery of the programme will continue in 2017/18. It is anticipated that with the assistance of the additional investment provided by the Council during the year, recurring savings can be realised.
- 74.** Additional investment to the partnership was also provided by NHS Lothian to help address overspends caused by increasing demand. Whilst the additional investment from both bodies has been appreciated, it is acknowledged that more efficiencies will be required whilst balancing recurring need and increased and more complex care amongst all client groups, within the totality of available resources.
- 75.** To enable the Council to deliver these savings, a major HSCP transformation and efficiency programme has been established which includes a wide range of reviews of internal processes, as well as service redesign. During 2016/17, a challenging efficiency programme was identified but was unable to achieve the planned level of recurring efficiencies. Consequently, a further enhanced programme has been established for 2017/18.
- 76.** A wide number of improvements have already been implemented across all service areas during the past year. In Adult Services, significant efforts were made in 2016/17 to improve financial processing linked to client financial

assessment, client billing, debt management, provider payment and inter-authority recharging.

- 77.** A pilot was introduced in 2016, which aimed to introduce a new way for providers to invoice for the care and support they delivered on our behalf, improving the efficiency of financial processing and freeing staff time to do other tasks. It should also help to support timely and accurate year-end forecasting. These changes realised some benefits in 2016/17 and the full year effect will be felt in 2017/18.
- 78.** In Children's Services, significant pressures have continued from increased external fostering and secure placement demands, as well as increased complex care packages. In 2017/18, there will be a review of the joint processes with Education that result in these pressures, including benchmarking activity and costs nationally supported by the Improvement Service and Social Work Scotland.
- 79.** Digital Transformation is significant in achieving both efficiencies and improved service delivery. HILDA (Help Independent Living and Daily Activities), launched in April 2017, is an online self-management and self-assessment service supporting people who are keen to explore the wider range of options and supports available to them by providing information on a range of assistive equipment to support independence and safety in the home. This diverts and decreases demand on statutory services.
- 80.** The Telecare Service was successful in achieving Scottish Government Technology funding to develop Technology Enabled Care (TEC) in East Lothian. The funding has supported the recruitment of a TEC Development Officer post for 1 year to review the existing Telecare/Telehealth strategy and to scope the existing services in East Lothian during 2017.
- 81.** Annual funding for the Criminal Justice Service remained unchanged for 2016/17. However, the Scottish Government provided additional money for enhancing community sentencing options (thus reducing the need for custody) as well as developing services for women. Within East Lothian, £20k was used to develop and enhance the women's group programme, Connect, as well as using £50k additional funding to establish a men's group programme, Nexus.
- 82.** In 2016, the Scottish Government announced that drugs and alcohol funding would reduce by 23%. Midlothian and East Lothian Drugs and Alcohol Partnership (MELDAP) reviewed its commissioning priorities to emphasise local access to treatment and post treatment recovery orientated services. An earmarked reserve has been established over recent years by the Council, and during 2016/17, MELDAP were able to use some reserves to help smooth the transition for these budget and service redesign changes to ensure that the service can be delivered within recurring resources going forward. The plan for 2017/18 was supported by the IJB.

83. During this time, a Drugs and Alcohol Thematic Inspection Review took place. From this, the Care Inspectorate were positive about this process:

“Despite the complex challenges facing the ADP, it had successfully worked in partnership to realign a large proportion of their budget to post treatment and recovery focused services evidencing agility and ability to jointly meet changing priorities”.

(Care Inspectorate Report 2016)

84. In summary, the challenge for Social Work services is to adapt service models to deliver within agreed budgets and meet increasing demand as well as responding to increasing complexity of care and need. Within this challenge, the services will use all opportunities to maximise efficiencies whilst attempting to maintain appropriate levels of provision.

85. Key to this is investment across both service areas in prevention/early intervention, as well as the continued partnership working with our partners, including the NHS. This is critical to ensuring that demand pressures can be maintained within available resources as well as ensuring positive outcomes for individuals.

6. SERVICE QUALITY AND PERFORMANCE (including Delivery of Statutory Functions)

- 86.**In 2014, the East Lothian and Midlothian Public Protection Team was established. The aim was to take forward an integrated 'lifespan' approach to all aspects of public protection covering all ages and stages of life. East Lothian and Midlothian Public Protection Office (EMPPO) in Musselburgh became the base for the Public Protection Team in 2014, joined by Midlothian and East Lothian Drug and Alcohol Partnership (MELDAP) later that year.
- 87.**Committee structures across Public Protection were streamlined, and East Lothian and Midlothian Public Protection Committee (EMPPC) established in July 2014 to replace the Adult Protection Committee, Child Protection Committee, Offender Management Group and Violence Against Women Partnership.
- 88.**As the Public Protection Office has evolved, so has the process for assessing practice and performance. Through the Public Protection Performance framework, more robust scrutiny is being achieved.
- 89.**Through the Quality Improvement Sub-group, a quality indicator framework, quarterly figures are reported. The framework allows for effective and robust performance monitoring including written commentary that explains what the figures actually mean. Further, shared learning between East and Midlothian is encouraged and is a major positive to result from this joint approach.
- 90.**Performance is reported to the Policy, Performance and Review Committee on a bi-annual basis. The CSWO presents this report.
- 91.**Findings from initial and significant case reviews are reflected in our Learning and Development Plan. All improvement plans are reported to the EMPPC and the Critical Services Oversight Group. This ensures that strategic governance and scrutiny takes place.
- 92.** Within Social Work services, we have an ongoing commitment to providing quality services. Emphasis is placed on self-evaluation; audit reviews (internal and external); peer reviews; service user engagement; and involvement of the Care Inspectorate.
- 93.**The Council actively use benchmarking data made available through the Local Government Benchmarking Framework to help inform assessment of performance on a national level. Learning from other areas in Scotland, and further afield informs local service development. This is reported to the Policy, Performance and Review Committee within the Council for scrutiny and governance.
- 94.**The CSWO has monthly meetings with the Chief Executive. Discussion on social work performance, quality standards and scrutiny of task are always on the agenda.

Care Inspectorate

- 95.** The Joint Inspection of Older People's Services in East Lothian took place between June and October 2015. The Care Inspectorate report was published in May 2016. From this, an improvement plan as drawn up to take forward the recommendations made by the Inspectorate.
- 96.** The above plan focussed on 9 recommendations ranging from improving delayed discharge indicators through to ensuring all unpaid carers are offered a carer's assessment.
- 97.** An updated progress report is due in the next month. It is expected that several of the recommendations will have been completed whilst the others are all in the process of improving outcomes. This report will be discussed fully with our new Lead Inspector.
- 98.** The Care Inspectorate carried out a number of announced and unannounced inspections across all sections of social work and social care services. Within Children's Services, we continue to deliver services in an extremely professional and qualitative manner, which is demonstrated by the following:

Children's Services: Care Inspectorate quality gradings (2016/2017):

Service	Date	Quality of Care and Support	Quality of Environment	Quality of Staffing	Quality of Management and Leadership
Adoption Service	26 Feb 2017	5- Very Good	Not assessable	Not assessed	5 – Very Good
Fostering Service	26 Jan 2017	5- Very Good	Not assessable	Not assessed	5 – Very Good
Housing Support Service	21 Dec 2016	5 - Very Good	Not assessable	5 - Very Good	Not Assessed
Lothian Villa	26 May 2016	6 -Excellent	5 -Very Good	Not assessed	Not assessed
Olivebank	25 Oct 2016	4 - Good	Not Assessed	4 - Good	Not Assessed

- 99.** Within Adult Services, inspections have been ongoing both in terms of Council owned services, and those of independent sector providers. There have been 14 inspections of Council Services throughout the year, including The Abbey Residential Home; Crookston Residential Home, Eskgreen Residential Home, The Adult Placement Service and the Council's Home Care Service.
- 100.** There was an inspection carried out in ELC's Domiciliary Care Service (Housing Support Service) in October 2016. The service was rated 4 – Good, for all quality standards. This shows a significant improvement over the previous inspections in 2014/15.

101. Tynebank Resource Centre (Adult Complex Needs Support Service) received three 5s – Very Good; and one 4 – Good; when inspected in April 2016.

102. The HSCP analyses inspection rating for partner providers and the recent record for care at home and care homes is below.

Care Homes for Older People (NCHC) Register							
Name of Establishment	Provider	Care Type	Date of CI report	Care Inspectorate Quality Grades			
				Care & Support	Environment	Staffing	Management & Leadership
Private Homes							
Astley House	Fairfield Care Homes Ltd	Nursing	29/08/2016	5	5	5	5
Belhaven Nursing Home	NHS Lothian/East Lothian Council	Nursing	06/05/2016	3	4	4	3
Carberry	Carberry House Care Home	Residential	16/02/2017	5	4	5	5
			09/08/2016	4	3	5	5
Drummohr	HC-One	Nursing	16/11/2016	3	3	4	4
Fidra Nursing Home	Randolph Hill Care Homes Ltd	Nursing	20/12/2016	2	3	2	2
Florabank Residential Home	Florabank Home Limited	Residential	02/06/2016	5	4	5	5
Lammermuir House	Tamaris (RAM) Limited	Nursing	16/01/2017	4	3	3	4
			30/06/2016	3	3	3	3
Levenhall Nursing Home	Renaissance Care (Scotland) Limited	Nursing	16/12/2016	4	4	5	5
Muirfield Nursing Home	Randolph Hill Care Homes Ltd	Nursing	14/12/2016	3	3	3	3
			08/10/2016	3	3	3	3
St. Anne's Care Home	Sisters Of Charity Of St Paul The Apostle	Residential	07/12/2016	4	4	4	4

Tranent Nursing Home	HC-One Limited	Nursing	10/11/2016	3	4	3	4
			18/05/2016	1	1	1	2
Tyneholm Stables	Embrace	Nursing	16/05/2016	4	4	3	3
Crookston	ELC	Residential	15/08/2016	5	5	5	5
Eskgreen	ELC	Residential	13/07/2016	4	3	3	3
Hilton Lodge			13/05/2016	6	6	6	6

103. In general, this shows a stable or improving position with inspection outcomes for the independent sector in East Lothian. In those exceptions where rates have not improved or have worsened, the HSCP has worked closely with the Care Inspectorate and providers to minimise risk and improve services.

104. To ensure quality assurance and acceptable standards within care homes, multi-agency quality in care, care home meetings take place on a bi-monthly basis. The Lead Officer from the Public Protection Office chairs this. The Care Inspectorate are invited to this meeting. If concerns remain, a Multi-Agency Strategy Meeting will be arranged. The care home may be placed under Large Scale Investigation (LSI) if concerns are significant.

105. During 2016/17, one private sector Older People’s Care home and one care at home provider were placed under large scale investigation due to concerns about the quality of care. One children’s Initial Case Review led to an Internal Significant Case Review, which will report to the Care Inspectorate in June 2017.

106. In December 2016, MELDAP received its final report from the Care Inspectorate following the nation-wide Thematic Review of Drug and Alcohol Partnerships. The report entitled *The Quality Principles: Alcohol & Drug Partnership (ADP) Validated Self-Assessment and Improvement* noted 28 Strengths with many of these relating to the strategic functions of the partnership; Leadership and direction, Policy service development and planning. An example of the significant strengths noted:

“The ADP demonstrated a robust approach to self-evaluation and had implemented a quality assurance framework based on the Quality Principles. The outcomes from this work are overseen by an appointed quality assurance officer who highlights any issues of note to the governing groups. There was strong collaboration, transparent and robust governance in place with routine reporting on performance, both internally and externally, to joint accountable bodies”.

(Care Inspectorate, 2016)

107. An introductory meeting with the Care Inspectorate’s new Strategic Lead Inspector for East Lothian took place in May 2017. The contribution that the Lead Inspector can make in supporting the HSCP service and practice development agenda is valued. The Lead Inspector has an open invitation to attend the East Lothian and Midlothian Public Protection Committee to maintain oversight of partnership working and improvement relating to public protection in East Lothian.

Statutory Services

Children’s Services

108. At 31st March 2017, Children’s Services had over 900 allocated cases which meant that one East Lothian child in every 25 (aged 0-18) were involved with the service. The Contact Centre received over 6000 calls in relation to vulnerable children. There were 3,184 referrals during 2016/17, equating to 61 per week. This is a 12% increase on the previous year. The majority of referrals were received from the Police, with the towns of Musselburgh and Tranent being the largest sources.

109. During the year, the number of looked after children decreased slightly from 224 to 222, a fall of 0.9%. This relatively stable out-turn positively reflects the support and early intervention approach the service has worked hard to develop.

110. Child Protection Register numbers are as follows:

2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
66	53	59	31	30	41

111. During the last year, the number of children on the Child Protection Register rose from 30 to 41, a 37% increase. This increase can be attributed to several large families moving into the East Lothian area, with children already on the register. However, as the table above demonstrates, there has been a downward trend of the number of children on the Child Protection Register since 2011, with much of this reduction being attributed to introducing the Signs of Safety strengths-based practice model in 2012.

112. Of those children on the Register, 57% were due to the impact of parental substance misuse.

113. The East Lothian Looked After population of children and young people at the end of 2016/17 comprised 222 as follows:

March 2017	Number	Annual Change	Rate per 1,000*	Scotland Rate per 1,000*
Home Supervision	65	5	3.1	3.8
Foster Care	91	-2	4.3	5.6
Formal Kin Care	46	-2	2.2	4.0
Residential Care	20	-3	0.9	1.
(Secure Accommodation = 2)				
Total	222	-2	10.5	15.1

114. A rise of 5 in the number of children and young people on a home supervision requirement has brought the total to 65. This means that 70.7% of Looked After Children are accommodated away from home, placing pressures on our capacity for local placement of children within East Lothian.

115. Placement Moves for Looked After and Accommodated Children (LAAC) are a key indicator for the service, being closely linked to positive outcomes and general wellbeing. The average number of placement moves for all LAAC has fallen from 2.1 to 1.8 at the end of March 2015 i.e. in 2 years.

116. Increasing demands are contained within the duties and obligations placed on the Council by the Children's and Young People's Act. Particular reference relates to now being responsible for those who were a LAAC, up to the age of 26 years. This is putting increasing demand on the Throughcare and Aftercare Team to provide commensurate support to these young people.

117. The number of children and young people in Formal Kinship Care has risen to 46. If this is combined with children and young people who are with Informal Kin Carers, the total is 118. This is a significant number when compared to the total number of 219 children who are formally looked after.

118. Informal Kinship care includes non-looked after children, who live in an informal kinship care arrangement. These children may be subject to Section 11 of the Children (Scotland) Act 1995 or may be living in a completely private arrangement with extended family, with no local authority involvement at all. Scotland has recognised the important role played by kinship carers in providing secure, stable and nurturing homes for children and young people when they are no longer able to live with their birth parents. Despite the increasing number in Formal Kin Care, numbers in East Lothian are still well below the national average.

119. East Lothian is working in partnership with Children 1st who are commissioned to initiate 20 family group conferences and complete 20 kinship care assessments each year. Further, they have also developed family support provision targeting as early intervention as possible; the aim being to keep children within their wider families thus reducing the need for formal accommodation.

Fostering and Adoption

- 120.** There has been a sustained recruitment drive to attempt to increase the number of Local Authority Foster Carers in East Lothian. Successful recruitment of new foster carers merely replaces those who have retired or reduced their capacity to offer care placements. Available placements for older children and sibling placements are rare and consequently, the Council has been forced to look to external placements in greater numbers than at any other time. East Lothian has 91 children and young people in foster care and approximately 11% are with external providers.
- 121.** Children's Services actively participated in Adoption Week Scotland's national conference in November 2016. Staff from the Council spoke about Preparation Groups for Fostering and Adoption, with positive feedback being received.
- 122.** A campaign to attract new local foster carers was launched in December 2016 and it is intended that this will result in an increase in recruitment and in the number of local care placements throughout 2017. Work progresses to benchmark and review the package of Foster Carer remuneration and support to enable growth in the Council's local foster care capacity. However, competition with neighbouring local authorities, who are actively recruiting in East Lothian, for carers and market pressures impact on the ability to recruit new carers.

Learning and Developments

- 123.** During the past 2 years, significant time and energy was spent in relation to the Children and Young Persons (Scotland) Act 2014 in respect of the Named Person duty expected to be introduced in August 2016. Following Supreme Court intervention, the Scottish Government undertook to redraft the legislation relating to the Named Person, particularly relating to information sharing requirements over 'wellbeing concerns' about children and young people. The revised legislation and statutory guidance is anticipated to come before Parliament in summer 2017, and further direction is awaited on this.
- 124.** East Lothian took part in the external consultations for the Scottish Government's Child Protection Improvement Programme and look forward to the initial report to Ministers expected in 2017.
- 125.** Under the management of the Public Protection Committee, Initial Case Review and Significant Case Review activities have progressed through 2016/17. From these, learning and improvement actions are embedded in the East Lothian Child Protection Improvement Plan and in the Children's Services Business Plan.
- 126.** Partnership working remains fundamental to service delivery, supporting early intervention and prevention work. For example, in partnership with

Children 1st, Family Group Conferences (FGC) and Kinship Care Assessments continue to support strengths based work with families.

- 127.** Within the Youth Offending Service, work is being developed in relation to Early Effective Intervention. Close working with the Police Juvenile Liaison Officers in relation to young people involved in minor offending, has enabled several young people to be diverted from the Court system to work with social work services.
- 128.** Local counter-terrorism procedures under the Prevent framework were activated during 2016/17, responding to one young person's activities leading to Prevent Professionals Case Conference activity. This resulted in shared learning and improvements to the Prevent Referral Pathway overseen by the Public Protection Office.

Adult Support and Protection

	2015/16	2016/17
Total number of ASP Referrals received	493	633
Total number of investigations	69	159

- 129.** Adult Support and Protection Referrals have risen throughout the year. Out of a total of 633, 159 progressed to investigations. The majority of these referrals came from the Police. However, under further investigation, most are not assessed as adults at risk of harm. Due to this, training is being developed for Police Officers to enable them to assess situations more appropriately.
- 130.** During 2016/17, there were two Large Scale Investigations within East Lothian. One was with a private care provider whilst the other related to a private care home. Both evidenced the need to have capable operational service managers in post in order for service provision to be of an acceptable standard, and for this to be maintained.
- 131.** Three Initial Case Reviews (ICRs) progressed during 2016/17. Although independent of each other, there were similar themes of self-neglect, non-engagement with services and the assumption of capacity without fuller investigation. The combined set of circumstances present agencies with a number of challenges specifically in relation to information sharing; when and how to intervene without the adult's consent; and the need for a clear comprehensive assessment of risk. Improvement actions are embedded in the East Lothian and Midlothian Adult Support and Protection Improvement Plan as well as informing development and delivery of multi-agency training.
- 132.** The service is working towards developing and delivering inter-agency adult Chronologies with an expected implementation date of 1st December 2017.

133. During the past year, a full review of current Adult Support and Protection operational processes has been undertaken. These have specifically looked at the client journey; duplication of tasks for front line staff; and introducing quality audit processes at the most pertinent stages. Consideration of the Signs of Safety model used in Children’s Services as an appropriate model for use in adult services is underway.

Mental Health

134. Statutory mental health work and activity continues to grow particularly in relation to Guardianship Orders. Demand arising from the growing use of the Adults with Incapacity legislation is of note.

135. The Mental Welfare Commission have commented on this in their Annual Report, highlighting that across Scotland, the number of Welfare Guardianship Orders granted has increased by 99% since 2009/10, whilst private applications have increased 117% during this same period. The Commission acknowledge the pressure that applications are putting on local authorities particularly as it is demand-led.

136. Figures from East Lothian are as follows:

	2016/2017 (New applications)
Financial Guardian	4
Financial and Welfare	21
Private Welfare	15
Local Authority Welfare	20
	2016/2017 (total for year)
Private Welfare	131
Local Authority Welfare	51

137. Recent amendments to the legislation in relation to the statutory expectations of the reviewing of Guardianship Orders means that this is a Local Authority responsibility and not just a MHO duty. The newly published National Mental Health Strategy also identifies an action to:

‘work with key stakeholders to better understand MHO capacity and demand, and to consider how pressures might be alleviated’.

138. An East Lothian Employment and Mental Health event was held in 2016 with the aim of engaging local employers to consider what support they require to support employees who have a mental health concern. While the event was successful and well attended, numbers of local employers participating was small. This remains a challenge aspect of this group.
139. The East Lothian Choose Life Steering Group has a broad local partnership and community planning representation with a clear focus on suicide prevention and on supports for those bereaved by suicide. Collation of data informs the targeting of resources to those most in need and the continued availability of a suite of suicide prevention awareness courses, free to those resident in East Lothian or employed in East Lothian, continues.
140. Support for those in Emotional Distress is being developed with 2-hour drop-in facilities being provided across East Lothian in community resources from June 2017. The need for this has grown further with some attribution to the introduction of Universal Credits. Staff in public places, including libraries, shared their concerns about the increasing number of people presenting in distress as they struggled to manage their Universal Credit. Supports will be available to assist frontline staff in developing the necessary skills and confidence to respond to people presenting in distress.
141. A new national *Mental Health Strategy: 2017-2027* was published at the end of March 2017, and identifies 40 improvement actions. Of note are actions to work with employers; improve support for those in distress; and to improve the transitions for those young people moving from children to adult services. The HSCP will develop a new Mental Health and Suicide Prevention Strategy during 2017/18.

Adult Services

142. For adults and older people, services are aligned to local and national outcomes. East Lothian's Single Outcome Agreement in Outcome 6 :

"People are enabled to live at home and access opportunities in their communities for as long as possible"

with Outcome 5 being:

"Health and social care services contribute to reducing health inequalities"

143. Adult Services, including older people, are facing significant demands and challenges. To cope with these, the HSCP is :
- retendering the home care service;
 - remodelling older peoples day centres
 - shifting the balance of care from hospitals to the home

- using technology to assist people in their homes (including night time support)
- enabling Mental Health Officers to focus on their statutory duties by realigning 'reviews' within the wider social work team

144. At the end of March 2017, adult and older people services had completed:

- 7320 referrals (610 referrals per month)
- 217 assessments completed
- 135 reviews completed
- 70 new SDS support plans agreed

145. Operating both an efficiency and budget recovery plan, intent on driving service transformation, with efficiencies linked to packages of care and night-time support provision, continue to be a significant focus for the service.

146. The aim of the HSCP and the Council is that if service provision is more flexible and utilises community supports, this is the most effective way for helping improve the quality of life and maintenance of independent living for individuals in our community.

Criminal Justice Service

147. Criminal Justice have been preparing for a significant change to their working and reporting arrangements with the Criminal Justice Authorities being abolished in April 2017. Community Justice Scotland are now driving forward the community justice agenda, with criminal justice having a key role to play.

148. During 2016/17, the service worked closely with partners to draw up the Community Justice Local Outcome Improvement Plan for East Lothian. This was submitted to the Scottish Government in March 2017.

149. Within East Lothian Criminal Justice Service:

	2015/16	2016/17
Number of reports submitted to the Courts	320	312
Number of new Community Payback Orders (total)	190	207
supervision only	42	52
unpaid work only	102	106
supervision + unpaid work	46	49
Total number of unpaid work hours (made in year)	18,593	21,511
Number of new Drug Treatment and Testing Orders	21	15

- 150.** During 2016/17, there has been a slight decrease in the number of Criminal Justice Social Work reports requested by the Courts. However, statutory work generated from these reports has risen with new Community Payback Orders increasing from 190 to 207. Further, the total number of unpaid work hours in the year increased significantly from 18,593 hours to 21,511 hours.
- 151.** Additional funding was made available to all Criminal Justice Services from the Scottish Government with specific focus on enhancing community sentencing options (and thus reducing custody) as well as designing services that cater for the needs of women offenders.
- 152.** In East Lothian, focus was placed on developing the women's group - Connect - as well as piloting a men's group - Nexus.
- 153.** Accessing suitable accommodation remains a significant issue for those coming out of prison, or in temporary accommodation seeking to enter a permanent tenancy. Due to complex needs (mental health; substance misuse etc), clients' behaviours will often trigger other legislation particularly Anti-Social Behaviour. If evicted, problems often escalate thus increasing the risk of re-offending. Inclusion of the needs of this client group within HSCP Housing Strategic and Operational Planning Group and within the Community Justice LOIP is a positive step and generates enhanced opportunity for partnership involvement during 2017/18.
- 154.** Multi-Agency Public Protection Arrangements (MAPPA) remain firmly in place within East Lothian. A MAPPA Strategic Oversight Group is in place within the Lothian and Borders Community Justice Authority (CJA). Whilst the CJA ceased from 31st March 2017, this Oversight Group continues.
- 155.** The development of a Recovery Orientated System of Care (ROSC) is a core MELDAP priority. The Lothian and Edinburgh Abstinence Programme provided places for 10 people with seven graduating from the 12-week programme. The Starfish Recovery Cafe, in Musselburgh, provided opportunities for people in recovery to meet within a community setting while engaging informally with others in recovery, peer volunteers and peer workers. For 2016/17, the MELDAP Recovery College undertook 41 assessments and provided active engagement for 30 individuals with 19 gaining a qualification.

Complaints

156. Services remain committed to providing a high standard service. To assist improvement, complaints and compliments are analysed and reviewed. During the past year, the following is a summary of the complaints dealt with:

	Stage 1		Not upheld	Partially upheld	Upheld	Moved to Stage 2
Adults Services	37		5	16	15	1
Children's Services	8		5	0	1	2

	Stage 2	Not upheld	Partially upheld	Upheld	
Adults Services	21	11	7	3	
Children's Services	22	16	5	1	

157. Stage 1 complaints are dealt with at the frontline. Within Adults Services, the majority of the complaints related to a delay in service delivery. A consequence of this has been to improve communication with service users and keep them updated on a more frequent basis, thus removing anxiety. Within Children's Services, complaints commonly related to parental access to children.

158. Stage 2 complaints require formal investigation, with some being referred to the Social Work Complaints Review Committee. Within Adults, reasons for the complaint were varied – charging; care package stopped; delays. For Children, the majority of complaints related to access; the named social worker; and service delivery.

159. The Social Work Complaints Handling Procedure changed on the 1st April 2017. This procedure has been developed by social work experts and third sector organisations working closely with the Scottish Public Services Ombudsman (SPSO). The intention is to introduce a standard approach to handling complaints across local authorities. Further, it will closely resemble the complaints process within the NHS, which is also adopting a 2-stage complaints procedure.

160. It is hoped that within HSCPs, this procedure will create a quicker, simpler and more streamlined complaints handling system with early resolution being achieved.

Compliments

161. Compliments are received throughout the year but often not logged. Recording of compliments is being promoted within the workforce, as it is important that compliments are shared and promoted in what is often very challenging work. During this year, 50 compliments were formally logged across both services.

7. WORKFORCE (Planning and Development)

- 162.** Social work services could not function without a skilled and dedicated workforce. Due to the variety of skills and experience required across the whole spectrum, the need for a co-ordinated and planned workforce development programme is a priority.
- 163.** The Council provides statutory training to staff via Workforce Development, through a blend of personal development, face-to-face and online e-learning opportunities. This is co-ordinated and timetabled to ensure that the hundreds of staff across the social care spectrum have completed, and are up-to-date with the training required in their job.
- 164.** Professional Supervision and Performance Review and Development (PRD) meetings afford all staff the opportunity to identify essential personal development. During 2016, a revised PRD template was introduced, resulting in a more user-friendly document and process. Further, the most recent staff survey highlights that those who have had PRDs completed, are more focussed and more aware of issues within the service and the Council itself than when compared with those who have not.
- 165.** Student placements continue to be offered across all social work services. Further, newly qualified workers receive additional assistance to enable them to complete their post registration training and learning (PRTL).
- 166.** Professional Development for Social Work Practice Educators has focused on supporting one practitioner to complete the SCQF Level 11 Practice Education Award at Stirling University. Training for Practice Learning Link Workers was provided for two members of staff.
- 167.** An existing employee was supported to complete the Mental Health Officers Award in June 2016 and another worker commenced the next intake in October 2016. The decision to encourage internal recruitment to the MHO programme arose from difficulties when trying to recruitment externally.
- 168.** The Social Care workforce is one of the main target groups (due to legal requirements) and include: Health and Safety training, Manual Handling, First Aid, Food Hygiene, Infection Control, and Continence Care as well as personal training and development (i.e. Positive Behavioural Management).
- 169.** Ongoing training in Dementia Care is consistent with the Promoting Excellence Knowledge and Skills Framework operating in NHS Lothian. Approximately 80 Care Home workers have completed this training to 'Dementia Skilled' level. Due to the increasing number of people with dementia in the community, this training is now viewed as essential.

- 170.** As part of the Lothian Palliative Care Redesign Project a professional development programme for the service's Care Home and Care at Home staff was delivered in End of Life and Palliative Care throughout 2016. This comprised two elements - firstly single day awareness training and secondly an online advanced module for individuals who have completed single day awareness training. 118 care workers completed the single day awareness sessions. 21 individuals went on to successfully complete the online module.
- 171.** Scottish Vocational Qualification (SVQ) assessment for the Social Services and Healthcare Award at SQA Levels Two, Three and Four continues to be offered for Social Care staff. In the Home Care Service, over 90% of staff are now qualified. This is in readiness for the opening of the SSSC professional register for frontline Care at Home staff in autumn 2017.
- 172.** Registration linked SVQ qualifications also provided for supervisory staff including Professional Development Award (PDA) in Supervisory Management at Level 7 (Scottish Credit and Qualification Framework-SCQF). The Council piloted the new Higher National Certificate (HNC) in Social Services and Healthcare for a group of 8 workers who are on course to receive their awards in June 2017.
- 173.** A full range of Public Protection training has been provided through the East Lothian and Midlothian Public Protection Office including Adult and Child Protection as well as Violence Against Women and Girls training. Multi-agency training is made available to staff working in Adult Support and Protection, focussing on the legislative context and on risk assessment and risk management. In addition, work is progressing to deliver inter – agency Chronologies, for adult clients, with an implementation date of 1st December 2017.

Measure		Q1 2016/ 17	Q2 2016/ 17	Q3 2016/ 17	Q4 2016/ 17
Adult Support and Protection	Number of courses held	7	6	9	7
	Number of attendees	205	169	147	68
Child Protection	Number of courses held	6	3	4	5
	Number of attendees	102	100	76	58
Violence Against Women and Girls	Number of courses held	-	1 ^[1]	1	5
	Number of attendees	-	24	20	76
Public Protection	Number of courses held	-	-	-	1
	Number of attendees	-	-	-	117

^[1] Collation of Violence Against Women and Girls training course data only began in September 2016

174. Within ELC, EMPPC support and facilitate learning informed by practice highlighted through recommendations and outcomes of Initial / Significant Case Reviews. Within this reporting period (2016/17) there have been three initial case reviews. Although independent of each other there were similar themes of self-neglect, non-engagement with services and the assumption of capacity without fuller investigation. The combined set of circumstances present agencies with a number of challenges specifically to information sharing, when and how to intervene without the adults consent and the clear comprehensive assessment of risk. Our findings are reflected in the Child Protection and Adult Support and Protection Improvement Plans.
175. In Children's Services, the "Signs of Safety" strengths-based practice approach continues. During 2016/17, a further six half day courses were offered to non-Children's Services staff as an introduction to this way of working.
176. All Residential Children's Services staff received bespoke training on Child Sexual Exploitation in recognition of the particular role they play with Looked After young people.
177. Due to the disestablishment of the Community Justice Authorities, work is currently underway with regard how best to ensure the criminal justice workforce can access national training. Lothian and Borders CJA had a Training and Development Officer who co-ordinated all training across the area. This post is due to cease in October 2017, and Community Justice Scotland will confirm future arrangements in due course.
178. A HSCP Social Work Conference, with the theme of Resilience, was organised and delivered in January 2017 for approximately 150 Older People, Adult and Children's Services multi-disciplinary HSCP staff. This event was initiated and facilitated by the CSWO. As a result of the very positive feedback, a 2019 Conference is being planned.
179. Employee Engagement results for the HSCP (Council) were positive. Of note:
- ***Am I empowered to make decision and act on them?***
24.86 Strongly Agreed; 56.07% Agreed; and 16.76% Disagreed
(strongly disagreed, minimal)
 - ***My work is interesting and uses my skills and experience***
34.97% Strongly Agreed; 57.8% Agreed; 6.36% Disagreed
 - ***I am encouraged to offer new ideas for improvement***
21.0% Strongly Agreed; 58.4% Agreed; 18.16 Disagreed
180. Moving forward, the HSCP needs all staff to offer new ideas and to use their skills and experience to improve service provision. A good example of this is the Level 1 Falls training, which has been provided to Fire Officers by Occupational Therapy and Physiotherapy staff. This has enabled an increase in

awareness and identification of falls risk in the home alongside the benefits of improved partnership working and referrals across the teams. 45 people identified as a falls risk have been referred to Adult Services by the Fire Service for further assessment since October 2016.

181. A range of fora exist to enable staff involvement and suggestions, ranging from staff bulletins through to notice boards and blogs.
182. The Council was reassessed in March 2017 for the Investors in People Standard and upgraded to Silver Award level.

Workforce Development Initiatives within the HSCP

183. Work is in progress to develop further Workforce Development initiatives across Health and Social Care in 2017. The HSCP has created an Organisational Development and Human Resources Group to oversee this. Any potential changes to training will be brought to the Clinical and Care Governance Group for consultation and discussion, prior to any implementation. Access and Older People's Services within the Partnership are currently reviewing the roles of care support workers across Health and Social Care to ensure alignment of roles and function. In this context, a joint approach is being planned to staff induction.
184. This builds on current joint learning and development for Social Work and Health professionals. For example, the aforementioned End of Life/Palliative Care professional development programme was delivered in East Lothian through a multi professional group involving Social Work, Nursing colleagues and the Third Sector (Marie Curie).
185. Current joint Health and Social Care learning and development projects planned include the delivery of a 'dementia bus' resource for Health and Social Care workers within the Partnership. This virtual dementia experience will raise awareness of the lived experience of individuals living with dementia. It will also demonstrate to participants the benefits of Technology Enabled Care. The resource is being made available for the first time in East Lothian in May 2017.
186. Other joint Health and Social Care Workforce Development initiatives include the delivery of leadership and management training for the broader Partnership workforce. This includes the 'Playing to Your Strengths programme' and the Covey Leadership Programme.
187. The Scottish Social Services Council (SSSC) has just published its Learning Strategy 2017-20. The strategy's vision is that:

“social service workers feel supported by the SSSC, their employers and others to learn and develop throughout their career, and deliver high quality services by taking responsibility for their learning and practice.”

188. The Council and HSCP are now actively committed to growing the workforce for the future. School and college placements as well as apprenticeships, give young people an insight into the variety of careers that are potentially open to them should they wish to pursue this. In-house, we are committed to developing our staff in order for them to reach their potential.

189. The registration of the social work and social care workforce is aligned to improving the quality of staff providing services to the people of East Lothian. This is a long-term commitment by the Council and the HSCP to ensure that services can be delivered safely, and to a high standard, whilst encouraging innovation within practice.

Fiona Duncan
Chief Social Work Officer

APPENDIX

Key Documents/Links

The East Lothian Plan Single Outcome Agreement 2013 – 2023 (2013)

http://www.eastlothian.gov.uk/info/200135/community_planning/1750/the_east_lothian_plan_soa_201323

Draft East Lothian Plan 2017 -2022 (2017)

East Lothian IJB: Strategic Plan for Health and Social Care 2016-19 (2015)

http://www.eastlothian.gov.uk/downloads/file/11117/ijb_strategic_plan_2016-19

East Lothian Community Justice Local Outcome Improvement Plan (2017)

<https://eastlothianconsultations.co.uk/policy-partnerships/east-lothian-community-justice-local-outcome-impro/>

The Role of the Chief Social Work Officer – Principles, Requirements and Guidance (2016)

<http://www.gov.scot/Resource/0050/00503219.pdf>

Scottish Social Services Council Learning Strategy 2017 – 2020 (May 2017)

<http://ssscnews.uk.com/2017/05/23/learning-strategy-2017-20/>

REPORT TO: East Lothian Council

MEETING DATE: 22 August 2017

BY: Depute Chief Executive (Resources and People Services)

SUBJECT: Appointment of Representatives to Outside Bodies –
Follow-up Report

10

1 PURPOSE

- 1.1 To request the Council to approve a change to the appointment of the representatives to the Brunton Theatre Trust.

2 RECOMMENDATIONS

- 2.1 That the Council nominates two councillors to represent the Council on the Brunton Theatre Trust, replacing Councillors Goodfellow and McMillan.

3 BACKGROUND

- 3.1 At its meeting of 23 May 2017, the Council proposed and approved Elected Member nominations to a number of outside bodies. At that meeting, Councillors Goodfellow and McMillan were appointed as the Council's representatives on the Brunton Theatre Trust. They were also both appointed to the East Lothian Licensing Board. Since those appointments were made, it has come to light that the Brunton Theatre Trust holds a licence to sell alcohol – remaining as Trustees would thus disqualify both councillors from being members of the Licensing Board. Councillors Goodfellow and McMillan have therefore agreed to stand down as Brunton Theatre Trustees with immediate effect, and the Council is asked to nominate two councillors to replace them on the Trust.

4 POLICY IMPLICATIONS

- 4.1 None.

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.
6.2 Personnel – none.
6.3 Other – none.

7 BACKGROUND PAPERS

- 7.1 East Lothian Council's Standing Orders
7.2 Report to the Council, 27 June 2017 – Appointment of Representatives to Outside Bodies

AUTHOR'S NAME	Lel Gillingwater
DESIGNATION	Team Manager - Democratic & Licensing
CONTACT INFO	lgillingwater@eastlothian.gov.uk x7225
DATE	14 August 2017

REPORT TO: East Lothian Council

MEETING DATE: 27 June 2017

BY: Depute Chief Executive (Resources and People Services)

SUBJECT: Submissions to the Members' Library Service
15 June – 14 August 2017

11

1 PURPOSE

- 1.1 To note the reports submitted to the Members' Library Service since the last meeting of Council, as listed in Appendix 1.

2 RECOMMENDATIONS

- 2.1 Council is requested to note the reports submitted to the Members' Library Service between 15 June and 14 August 2017, as listed in Appendix 1.

3 BACKGROUND

- 3.1 In accordance with Standing Order 3.4, the Chief Executive will maintain a Members' Library Service that will contain:
- (a) reports advising of significant items of business which have been delegated to Councillors/officers in accordance with the Scheme of Delegation, or
 - (b) background papers linked to specific committee reports, or
 - (c) items considered to be of general interest to Councillors.
- 3.2 All public reports submitted to the Members' Library are available on the Council website.

4 POLICY IMPLICATIONS

- 4.1 None

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
6.2 Personnel – None
6.3 Other - None

7 BACKGROUND PAPERS

- 7.1 East Lothian Council's Standing Orders – 3.4

AUTHOR'S NAME	Lel Gillingwater
DESIGNATION	Team Manager - Democratic & Licensing
CONTACT INFO	lgillingwater@eastlothian.gov.uk
DATE	14 August 2017

**MEMBERS' LIBRARY SERVICE RECORD FOR THE PERIOD
15 June – 14 August 2017**

Reference	Originator	Document Title	Access
76/17	Head of Development	Building Warrants issued under delegated powers in May 2017	Public
77/17	Head of Infrastructure	Sale of the former Millhill Stables, Musselburgh	Private
78/17	Head of Infrastructure	Proposed Window Replacement and Associated Works at Cockenzie Primary School	Public
79/17	Depute Chief Executive – Partnerships and Community Services	2017 East Lothian Resident's Survey	Public
80/17	Head of Council Resources	Service Review Report – Rent Income Team	Private
81/17	Head of Council Resources	Confirmation of Outcome of Application for Re-evaluation of Job	Private
82/17	Head of Council Resources	Confirmation of Outcome of Application for Re-evaluation of Job	Private
83/17	Head of Infrastructure	Proposed Internal Alterations and Window Replacement at King's Meadow Primary School	Public
84/17	Depute Chief Executive (Resources and People Services)	Roll Capping Increase – S1 Dunbar Grammar School	Public
85/17	Head of Infrastructure	Proposed Boilerhouse Refurbishment Enabling Works at Port Seton Community Centre	Public
86/17	Head of Council Resources	Establishment Changes – June 2017	Private
87/17	Head of Council Resources	Fêtes Franco Ecosaise - Aubigny sur Nère, France – 14th - 16th July 2017	Public
88/17	Head of Infrastructure	Countryside Services Annual Report – 2016/17	Public
89/17	Head of Council Resources	Proposed Councillors' Salary Structure – Update on Report to the Council Meeting of 23 May 2017	Public
90/17	Head of Development	Building Warrants issued under Delegated Powers in June 2017	Public

91/17	Head of Infrastructure	Sale of Garden Ground, Tranent	Private
92/17	Head of Infrastructure	Sale of Garden Ground, Gifford	Private
93/17	Head of Infrastructure	Sale of Garden Ground, Garvald	Private
94/17	Chief Executive	Edinburgh and South East Scotland Region City Deal Proposition	Private
95/17	Head of Infrastructure	Proposed House Alterations and Extension, Prestonpans	Public
96/17	Head of Infrastructure	Proposed Toilet Refurbishment at Longniddry and Pencaitland Primary Schools	Public
97/17	Head of Infrastructure	Proposed Electrical Re-wire at Loretto Primary School	Public
98/17	Head of Infrastructure	Proposed Toilet Refurbishment at Law Primary School	Public
99/17	Head of Infrastructure	Proposed Electrical Re-wire at Musselburgh Burgh Primary School	Public
100/17	Head of Council Resources	Establishment Changes, July 2017	Private
101/17	Chief Executive	East Lothian Partnership – Draft East Lothian Plan	Public
102/17	Head of Council Resources	Financial Review 2017/18 – Quarter 1	Public

14 August 2017

REPORT TO: East Lothian Council

MEETING DATE: 22 August 2017

BY: Depute Chief Executive (Resources and People Services)

SUBJECT: Outcome of the School Consultation on the Proposed Establishment of a Shared Headship across Innerwick Primary School and Stenton Primary School

1 PURPOSE

- 1.1 To approve the recommendation set out within the non-statutory Consultation Report (Appendix 1) to establish a shared Head Teacher arrangement across Innerwick Primary School and Stenton Primary School.

2 RECOMMENDATIONS

- 2.1 The Council is asked to approve on the basis of the outcome of the non-statutory school consultation and taking account of the educational and social benefits of the proposal that:
- i. a shared Head Teacher arrangement across Innerwick and Stenton Primary Schools to be the preferable option to ensure high quality leadership and provide the Head Teacher with the ability to effectively manage duties associated with recent and planned changes within education at a national level by releasing the Head Teacher from any class teaching commitment.

3 BACKGROUND

- 3.1 Education Authorities have a statutory duty in terms of the Education (Scotland) Act 1980 to make adequate and efficient provision of school education across their area including the provision of education for eligible pre-school children and includes any school or Early Learning & Childcare centre, which are run by the Education Authority. This duty applies in respect of both the current school population and anticipated pattern of demand. In

addition, councils have a statutory duty to secure best value in terms of the Local Government in Scotland Act 2003.

- 3.2 East Lothian Council is committed to raising educational attainment and ensuring that all children and young people have the best start in life and are ready to succeed. The educational benefits that will arise from this proposal for children affected or likely to be affected are outlined in the Consultation Proposal Document.
- 3.3 A paper was presented to the 17 November 2009 meeting of the Council Committee for Education outlining the background and benefits to Joint Headships and seeking to obtain agreement to authorise the then Acting Executive Director of Education and Children's Services to consider a Joint Headship whenever a Primary Head Teacher vacancy arises.
- 3.4 The non-statutory consultation on the proposal to establish shared Head Teacher arrangement across Innerwick Primary School and Stenton Primary School commenced at 6.00pm on Monday 19 June 2017 and lasted until 12.00am on Monday 31st July 2017, being a period of six weeks. The Consultation Document was published on [East Lothian Council's Consultation Hub](#).
- 3.5 Representations were sought from consultees and the wider public by both written submissions and oral responses made at public drop in sessions and a public meeting. The Consultation Hub stored all relevant consultation documentation for public viewing.
- 3.6 East Lothian Council Consultation Hub provided an East Lothian Council email address and postal address, to which representations and any other queries could be submitted.
- 3.7 All submitted representations were analysed by East Lothian Council officers, summarised and answered in the Consultation Report (Appendix 1). The Consultation Report, summarising all representations and East Lothian Council's response, was published on the East Lothian Council Consultation Hub on 2 August 2017.

Summary

- 3.8 The Council received three written responses during the consultation period as well as oral responses from meetings with staff, pupils, parents and the wider public.
- 3.9 Pupils were positive about the proposal and whilst they raised important questions, they could also see the potential benefits that having a shared Head Teacher would bring. Staff across both schools were mostly positive although staff at both schools raised concerns about how the arrangement

would work in practice. The views of parents were mixed with both potential benefits and concerns being highlighted.

3.10 A number of common themes emerged from the written and oral responses, and can be grouped as follows:

- Financial implications
- Head Teacher engagement with children
- Concerns over the consultation exercises with pupils
- Pupil attainment levels
- Staffing concerns
- Role of the Head Teacher
- School Identity
- Connection between the two schools
- Timing of the Consultation
- Recruitment process

East Lothian Council's response to these themes is detailed in Section 7 of the Consultation Report (Appendix 1).

3.11 Following receipt of a total of three written responses and considerations of feedback from consultees, officers from the Council's Education Services, reviewed the proposal.

3.12 Overall, the proposal was received positively by the communities of both Innerwick and Stenton Primary Schools. Whilst stakeholders raised questions about how the arrangement would work in practice, the Education Service is confident that these can be addressed based on our experience of implementing a shared Head Teacher arrangement elsewhere in the county.

3.13 Following the completion of the non-statutory school consultation exercise the Council has 3 options to consider, namely:

- i) adopt the proposal;
- ii) reject the proposal and commence with recruitment campaigns for two separate Head Teachers at Innerwick Primary School and Stenton Primary School;
- iii) undertake a further consultation exercise on a new proposal.

3.14 On the basis of the feedback received and taking account of the educational and social benefits of the proposal, it is concluded that the following proposal remains the most reasonable, viable and appropriate course of action open to the Education Service in providing primary education and early learning &

childcare provision within Innerwick and Stenton Primary School communities.

4 POLICY IMPLICATIONS

4.1 None

5 INTEGRATED IMPACT ASSESSMENT

5.1 The subject of this report has been through the Integrated Impact Assessment process. Potential impacts have been identified and will be addressed.

6 RESOURCE IMPLICATIONS

6.1 Financial – Based on current financial projections there would be a small saving of approximately £5000 to £6000 if a shared Head Teacher arrangement across Innerwick and Stenton Primary Schools is implemented.

6.2 Personnel - Both schools will be staffed according to the existing pupil/staff ratios and, if implemented, will have enhanced Principal Teacher time, to take account of the shared Head Teacher arrangement. The model proposed is based on best practice across Scotland and is in line with the General Teaching Council Scotland's Standards for Leadership and Management.

6.3 Other – None

7 BACKGROUND PAPERS

7.1 Consultation Report on the outcome of the consultation on the proposed establishment of a shared headship across Innerwick Primary School and Stenton Primary School (Appendix 1).

AUTHOR'S NAME	Fiona Robertson
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DATE	8 th August 2017



**EAST LOTHIAN COUNCIL
RESOURCES AND PEOPLE SERVICES
EDUCATION
CONSULTATION REPORT**

**REPORT ON THE OUTCOME OF THE NON-STATUTORY CONSULTATION ON
THE PROPOSED ESTABLISHMENT OF A SHARED HEADSHIP ACROSS
INNERWICK PRIMARY SCHOOL AND STENTON PRIMARY SCHOOL**

August 2017

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2. BACKGROUND
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5. THE PUBLIC MEETING
6. RESPONSES TO THE CONSULTATION EXERCISE
7. EDUCATION AUTHORITY REPSONSE TO QUESTIONNAIRE AND ORAL REPRESENTATIONS
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9. PERSONNEL ISSUES
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- Appendix 2 - Note of staff voice session – Innerwick Primary School (pages 20 to 21)
- Appendix 3 – Note of staff voice session – Stenton Primary School (pages 21 to 22)
- Appendix 4 – Note of pupil voice session – Innerwick Primary School (pages 22 to 25)
- Appendix 5 - Note of pupil voice session – Stenton Primary School (page 25 to 26)
- Appendix 6 – Written Response from Innerwick Parent Council (page 26 to 27)

EAST LOTHIAN COUNCIL

RESOURCES AND PEOPLE SERVICES

EDUCATION

This report has been prepared following a non-statutory consultation on the following proposal:

To establish a shared headship across Innerwick Primary School and Stenton Primary School.

This proposal **directly affects** the following schools:

- Innerwick School
- Stenton Primary School

Having had regard (in particular) to:

- a) Relevant written representations received by the Council (from any person) during the consultation period
- b) Oral representations made to it (by any person) at the public meeting held on 26th June 2017
- c) Oral representations made to it at the public drop-in session
- d) Oral representations made to it at the staff voice sessions
- e) Oral representations made to it at the pupil voice sessions

1. INTRODUCTION

1.1 The purpose of this report is to:

- Provide a record of the total number of written responses made during the Consultation period;
- Provide a summary of the written responses;
- Provide a summary of oral representations made at the public meeting held on 26th June 2017;
- Provide a statement of the Education Service response to those written and oral representations;
- State how the Education Service reviewed the above proposal following the representations received during the Consultation period

2. BACKGROUND

2.1 Education Authorities have a statutory duty in terms of the Education (Scotland) Act 1980 to make adequate and efficient provision of school education across their area, including the provision of education for eligible pre-school children and includes any school or Early Learning & Childcare centre, which are run by the Education Authority. This duty applies in respect of both the current school population and anticipated pattern of demand. In addition, Councils have a statutory duty to secure best value in terms of the Local Government in Scotland Act 2003. Most importantly, the Education Authority would wish to optimise the educational experience to ensure:

- East Lothian's young people are successful learners, confident individuals, effective contributors and responsible citizens;
- East Lothian's children have the best start in life and are ready to succeed;
- East Lothian's children experience equality of opportunity within an inclusive educational experience'
- East Lothian's children's care, welfare and personal and social development is central to raising their attainment and achievements; and
- In East Lothian we live healthier, more active and independent lives.

2.2 East Lothian Council is committed to raising educational attainment and ensuring that all children and young people have the best start in life and are ready to succeed. The educational benefits that will arise from this proposal for children affected or likely to be affected are outlined in the Consultation Proposal Document.

- 2.3 A paper was presented to the 17 November 2009 meeting of the Council Committee for Education outlining the background and benefits to Joint Headships and seeking to obtain agreement to authorise the Acting Executive Director of Education and Children's Services to consider a Joint Headship whenever a Primary Head Teacher vacancy arises.
- 2.4 The Council is committed to consulting on certain changes in arrangements for educating children and young people in its area before it delivers them.
- 2.5 The proposed establishment of a shared headship across Innerwick Primary School and Stenton Primary School will **directly affect** the following schools and was considered in the Consultation Proposal Document:
- Innerwick Primary School
 - Stenton Primary School

3. RATIONALE FOR CHANGE

- 3.1 East Lothian Council is committed to supporting small rural primary schools and maintaining local provision and high standards of education. The Scottish Government recently announced plans to strengthen the role of Head Teachers as leaders of learning within the Education Governance: Next Steps 15th June 2017 (<http://www.gov.scot/Resource/0052/00521038.pdf>). East Lothian Council places a high importance on supporting our Head Teachers in developing the skills and knowledge to secure improvement in our schools. Over the past few years, the implementation of Curriculum for Excellence and the Scottish Government's new national outcomes for education as set out in the National Improvement Framework have brought about changes to the role of a Head Teacher. East Lothian Council considers a shared headship across Innerwick Primary School and Stenton Primary School to be the preferable option in providing the Head Teacher with the ability to carry out effectively such duties associated with both recent and planned changes within education.
- 3.2 East Lothian Council is also committed to raising educational attainment and ensuring that all children and young people have the best opportunities in life. It is believed that this proposal is the most reasonable, viable and appropriate course of action open to it in providing primary education and early learning & childcare provision within the context of these schools.
- 3.3 A shared headship will provide clear educational benefits:
- This arrangement will allow this Head Teacher to provide a greater proportion of their time to focus upon school management and leadership. This is particularly important at this time of educational change in light of the *Education Governance*:

Next Steps Empowering our teachers, parents and communities to deliver excellence and equity for our children and securing positive outcomes in line with the National Improvement Framework.

- The Head Teacher of two partner schools will be remunerated at a higher level thereby ensuring that a range of high quality candidates would apply for such a post.
- There will be enhanced teaching support with Principal Teachers having additional time out to meet with the Head Teacher to provide collaboration and cross working. The Principal Teachers and Head Teacher will form the Senior Management team across the two schools.
- The increased peer group for pupils will have benefits for extra-curricular and curricular activities and transition to secondary school.
- By relieving the Head Teacher of any teaching responsibilities this will not disrupt the children's learning if the Head Teacher is out of school.
- The rationale of a school's curriculum is built around its context, therefore both schools will retain their separate identities and the uniqueness of their situation.
- Staff in the partner schools will benefit from being part of a larger team and associated staff development opportunities.
- There would be a larger pool of staff within partner schools to deal with emergency situations.

4. THE CONSULTATION PROCESS

- 4.1 The Education Service believes that this report accurately reflects the views of the community, which have been gathered through a range of engagement events and response mechanisms. It is for members of East Lothian Council to decide whether to adopt the proposal, reject it or seek to consult on another proposal.
- 4.2 The Consultation Proposal Document has been issued as a result of a decision made by the Head of Education to consult on the proposal to establish a shared headship across Innerwick Primary School and Stenton Primary School.
- 4.4 The Consultation Proposal Document was published on East Lothian Council's website and paper copies distributed on 19th June 2017.
- 4.5 The consultation period commenced at 6.00pm on **Monday 19th June 2017** and lasted until 12.00am on **Monday 31st July 2017**, being a period of six weeks.
- 4.6 The proposal on which consultation took place was to:

- establish a shared headship across Innerwick Primary School and Stenton Primary School
- 4.7 The complete Consultation Proposal Document was published on East Lothian Council’s Consultation Hub
<https://eastlothianconsultations.co.uk/education/innerwickstenton-sharedheadship/>
- 4.8 If requested, copies of the proposal would have been made available in alternative formats or translated for readers whose first language is not English.
- 4.9 A “Frequently Asked Questions” document was also prepared which was available at the same location on East Lothian Council’s Consultation Hub:
<https://eastlothianconsultations.co.uk/education/innerwickstenton-sharedheadship/>
- 4.10 There were announcements related to the consultation process on East Lothian Council’s website, linked via a Facebook page and Twitter feeds.
- 4.11 The public meeting was held at **Dunbar Grammar School** on **Monday 26th June 2017** at **7.00pm**.
- 4.12 In addition to specific meetings with staff and pupils, a drop-in session was held in respect of the proposal at the venue below, at which any members of the public and staff were welcome to attend:

Venue	Date	Time
Stenton Primary School	20 th June 2017	11:00am – 11:30am
Innerwick Primary School	20 th June 2017	2:30pm – 3:00pm

- 4.13 The following schools are **directly affected** by the proposal:
- Innerwick Primary School
 - Stenton Primary School
- 4.14 Representations were sought from consultees and the wider public in the following ways:
- A specific Education Consultations email inbox was set up to which any queries could be submitted during the consultation period. This information was conveyed through web and social media announcements linked to the Consultation Hub;
 - The Head Teacher of the affected schools used established methods of communication to engage/remind parents about the consultation.
 - In addition to the public meeting and public drop-in session, staff at both the affected schools were also invited to attend a staff voice session held at both Innerwick Primary School and Stenton Primary School to discuss the proposal;

- Pupil voice sessions were held with the pupils of Innerwick Primary School and Stenton Primary School where they were able to express their views on the proposal;
- Meetings were held with Innerwick Primary School Parent Council and Stenton Primary School Parent Council. Both Parent Councils have written records of each of these meetings. Stenton Parent Council also sent a copy of the minutes of their meeting to the Education Service.

4.15 This Consultation Report is the Education Service response to the points raised during the consultation period on the Consultation Proposal Document.

4.16 This Consultation Report will be placed on the Council Consultation Hub for a period of three weeks before a final decision is taken by East Lothian Council on 22nd August 2017.

5. THE PUBLIC MEETING

5.1 A public meeting was held in Dunbar Grammar School on Monday 26th June 2017 which was attended by 13 members of the community. A full note of the meeting is attached at Appendix 1.

5.2 Additionally, a drop-in session was arranged during the consultation period, enabling any member of the public and staff to ask questions and discuss the proposal, the consultation process and how they could make representations.

6. RESPONSES TO THE CONSULTATION EXERCISE

6.1 As part of the consultation process, the Council sought the views of key stakeholders. Information about the consultation was placed on the Council's website and with links to Facebook and Twitter.

6.2 The Education Service received three written submissions to its consultation during the consultation period.

6.3 During the consultation period, Council officers visited Innerwick Primary School and Stenton Primary School providing good opportunities for pupils and staff to discuss their views. Overall, pupils showed support for the proposal. A note of the staff and pupil voice sessions are included as Appendices 2 to 5.

6.4 A number of common themes emerged from the written and oral responses and can be grouped as follows:

- **Financial implications**
- **Head Teacher engagement with children**
- **Concerns over the consultation exercises with pupils**

- **Pupil attainment levels**
- **Staffing Concerns**
- **Role of the Head Teacher**
- **School Identity**
- **Connection between the two schools**
- **Timing of the Consultation**
- **Recruitment process**

7. EDUCATION AUTHORITY RESPONSE TO WRITTEN AND ORAL REPRESENTATIONS

The Education Service values the views of all respondents and has taken account of these within the recommendations presented to the Council.

7.1 Financial implications

7.1.1 Stakeholders asked if the Council would combine the school budgets under a shared Head Teacher arrangement. The budgets of both primary schools would be separate, however there may be occasions when the Head Teacher would want to combine resources to secure best value.

7.1.2 Stakeholders asked about how the Pupil Equity Fund (PEF) would be distributed and whether this would impact on the schools because of a shared headship. The Pupil Equity Fund is allocated to each school through the Scottish Government's Scottish Attainment Fund. The Head Teacher will discuss how best to use this funding to close the poverty related attainment gap with staff, parents and children in line with national guidance. A shared Head Teacher position will not affect the allocation of PEF funding to each school by the Scottish Government or the involvement of relevant stakeholders as to how best to allocate the fund.

7.1.3 Stakeholders asked about the remuneration of the Head Teacher. There is a National Toolkit used which takes in to account pupil roll, size of budget and responsibilities which will then determine the grade and associated salary. There would be additionality to the salary based on the fact that it is a shared headship.

7.1.4 Stakeholders asked about whether this proposal was to realise savings for the Council. As previously stated, the Education Service considers a shared headship across Innerwick Primary School and Stenton Primary School to be the preferable option in providing the Head Teacher with the ability to carry out effectively such duties associated with both recent and planned changes within education. Furthermore, based on current financial projections there would be a small saving of approximately £5000 to £6000.

7.2 Head Teacher engagement with children

7.2.1 Some pupils asked about whether the Head Teacher would know them as individuals. Given the relatively small numbers of pupils in both schools, the Head Teacher will get to know the needs of individual pupils very well. Based on knowledge of both external and internal shared Head Teacher arrangements, there will be many opportunities for the Head Teacher to engage with the pupils, including the potential for greater engagement with children because time will be freed up from teaching one specific class to interact and observe children in different situations.

7.3 Concerns over the consultation exercises with pupils

7.3.1 Some respondents in one school felt that the pupils had been asked leading questions regarding the proposal. Pupils were informed during the school visit that this was not their only opportunity to provide the Council with their feedback. The Acting Head Teacher facilitated a further feedback gathering exercise to collect pupil views regarding the proposal.

7.4 Pupil attainment levels

7.4.1 The Education Service will continue to monitor the performance of both schools through its existing Quality Assurance procedures. Each school will have the same Quality Improvement Officer who, with the Head Teacher, will review the academic progress of pupils. The Education Service will provide the necessary support to the school, if required. The Education Service will support staff to implement the new national standardised assessments.

7.5 Staffing concerns

7.5.1 Staff in both schools asked about how a shared Head Teacher arrangement would affect the staffing of their school. Both schools will be staffed according to the existing pupil/staff ratios and taking account of the shared Head Teacher arrangement. This arrangement will not put additional pressures on existing staff. Principal Teachers will be given additional time out of class to support the Head Teacher but will not assume the role of Head Teacher. The Head Teacher will have a well-designed and planned time allocation for each school and will be able to address any matters which arise during the course of the school week. It is integral to the role of Head Teacher that they provide both good leadership and management. If Council approve the shared Head Teacher arrangement at the next meeting of full Council on 22nd August, a recruitment campaign will commence shortly thereafter. Each school will continue with its existing administration support.

7.5.2 Some respondents questioned why the roles were not being restructured instead of proposing to introduce a shared headship role. The model proposed is based on best

practice across Scotland and is in line with the General Teaching Council Scotland's Standards for Leadership and Management. The Head Teacher needs to be a leader within a school working with others to:

(i) Establish, sustain and enhance the culture of self-evaluation for school improvement;

(ii) Develop staff capability, capacity and leadership to support the culture and practice of learning;

(iii) Ensure consistent high quality teaching and learning for all learners;

(iv) Build and sustain partnerships with learners, families and relevant partners to meet the identified needs of all learners;

(v) Allocate resources effectively in line with identified strategic and operational priorities.

7.6 Role of the Head Teacher

7.6.1 As is noted above, it is proposed that the Head Teacher will not have a formal class commitment. The Head Teacher will still teach, supporting individuals and groups of children and relieving staff on occasions to allow for personal development. The Head Teacher's role would be to support teaching in the schools and there would be the freedom and flexibility to work with teachers and children as required, rather than being committed to one class.

7.6.2 As each school has its own devolved school budget, PEF Funding and Parent Council, this will help ensure that each school retains its unique identity.

7.6.3 There is an existing shared Head Teacher arrangement across two schools in the Local Authority, this has been a positive development and has been well-received. No significant problems have been identified by the previous Head Teacher as a consequence of the arrangement. Furthermore, East Lothian Council has successfully recruited a permanent Head Teacher to the shared Head Teacher post in another community within the county.

7.7 School Identity

7.7.1 The Council is committed to ensuring that its small rural schools continue to serve their communities. It is also committed to ensuring that each retains its individual identity which is unique and reflects its local context.

7.8 Connection between the two schools

7.8.1 The Head Teacher will always be the principal point of contact for parents in each school. The close proximity of Innerwick and Stenton ensures that the Head Teacher can be in either school very quickly if required. If an emergency occurs within one establishment and the Head Teacher is not on the premises, the normal protocols regarding the absence of the Head Teacher will be applied. The Head Teacher's weekly timetable will be based on the individual needs of both schools. The timetable will be communicated to the school communities.

7.9 Timing of the Consultation

7.9.1 Some respondents queried why the consultation had not taken place earlier in the school year. Due to the two recent election periods the Department of Education were unable to move forward with the consultation process.

7.10 Recruitment process

7.10.1 If the right candidate is not found, the post will be re-advertised until a suitable candidate is found and alternative methods of recruitment would be looked at. Current acting Head Teacher arrangements will remain in place until a candidate is appointed.

8. LEGAL ISSUES

8.1 The Council is mindful of its duties in respect of equality and the Equality Impact Assessment did not identify that any parent, child or young person would be treated less favourably as a result of this proposal.

9. PERSONNEL ISSUES

9.1 Any personnel issue that has been identified is addressed above.

10. CONCLUSION

10.1 The Council now has 3 options to consider, namely:

- a) adopt the proposal;
- b) reject the proposal and commence with recruitment campaigns for two separate Head Teachers at Innerwick Primary School and Stenton Primary School;
- c) undertake a further consultation exercise on a new proposal.

10.2 If the Council adopts the proposal, it would be on the basis that the educational benefits set out in the Consultation Proposal Document would materialise.

10.3.1 Pupils were positive about the proposal and whilst they raised important questions, they could also see the potential benefits that having a shared Head teacher would bring. Staff across both schools were mostly positive although staff at both school

raised concerns about how the arrangement would work in practice. The views of parents were mixed with both potential benefits and concerns being highlighted.

10.3.2 Overall, the proposal was received positively by the communities of both Stenton and Innerwick Primary Schools. Whilst stakeholders raised questions about how the arrangement would work in practice, the Education Service is confident that these can be addressed based on our experience of implementing a shared Head Teacher arrangement elsewhere in the county.

11. RECOMMENDATIONS

11.1 East Lothian Council Education Service considers a shared Head Teacher arrangement across Innerwick and Stenton Primary Schools to be the preferable option to ensure high quality leadership and provide the Head Teacher with the ability to effectively manage duties associated with recent and planned changes within education at a national level, by releasing the Head Teacher from any class teaching commitment.

This proposal is the most reasonable, viable and appropriate course of action open to the Education Service in providing primary education and early learning & childcare provision within Innerwick and Stenton Primary School communities.

Fiona Robertson
Head of Education
August 2017

APPENDIX 1 – Note of the Public Meeting

PUBLIC CONSULTATION MEETING

PROPOSED ESTABLISHMENT OF A SHARED HEADSHIP ACROSS STENTON PRIMARY SCHOOL AND INNERWICK PRIMARY SCHOOL

**MONDAY 26TH JUNE 2017
DUNBAR GRAMMAR SCHOOL**

PRESENT

Fiona Robertson, Head of Education

Richard Parker, Education Services Manager

Val McIntyre, Principal Officer

David Scott, Quality Improvement Officer

Katy Johnstone, Graduate Intern

Sally Leighton, Head Teacher, Sanderson's Wynd Primary School (previously Head Teacher of Saltoun & Humbie Primary Schools)

13 members of the Innerwick and Stenton communities

Fiona Robertson introduced herself and outlined the purpose of the meeting:

- To discuss the proposed establishment of a shared headship across Stenton Primary School and Innerwick Primary School

She thanked everyone for coming to the meeting and asked the representatives from East Lothian Council to introduce themselves, which they did in turn.

Fiona confirmed that the consultation was not statutory, but an opportunity for the public to provide thoughts and feedback and to address any concerns regarding the proposed shared headship role. A formal report will be produced by the Education Service and presented to full council for consideration and approval. The report will include views taken by all school community stakeholders.

She explained that the delay in commencing the consultation was due to the recent elections. Previous elected members would not have been able to participate.

She confirmed that Gill Whitford would continue in a shared headship role across West Barns and Stenton until the end of this academic year, and then across three schools (Innerwick, West Barns and Stenton) until a decision is made and a new Head Teacher appointed.

Fiona outlined the recruitment process and confirmed that, following the final decision in August, if an internal candidate was successful they would be put in place very quickly. However, if the successful applicant was from another Authority, negotiations would take place with the relevant council to ensure the appointment was made as quickly as possible.

Fiona Robertson presented the Rationale for Change:

- East Lothian Council is committed to supporting small rural primary schools and maintaining local provision and high standards of education.
- Impact of recent National policy, initiatives and expectations
- Education Governance: Next Steps (15th June 2017) set out the Scottish Government's plans to strengthen the role of Head Teachers, increased accountability.
- East Lothian Council Education Service considers a shared headship across Innerwick PS and Stenton PS to be the preferable option to providing the Head Teacher with the ability to effectively manage duties associated with recent and planned changes within education by releasing the Head Teacher from any class teaching commitment.
- It is believed that this proposal is the most reasonable, viable and appropriate course of action open to it in providing primary education and early learning & childcare provision.

Fiona expanded on the points above by stressing there had been significant changes to Scottish education in recent years, such as the implementation of Curriculum for Excellence and the Scottish Government's new national outcomes for education as set out in the National Improvement Framework , thereby increasing accountability and duties of Head Teachers.

East Lothian Council has carried out a review of the Head Teacher role, considering the different factors and their impact on the role. As a result, the aim is to achieve the goal of non-teaching Head Teachers in schools to allow them time to concentrate on both recent and planned changes within education, and in so doing improve the quality of teaching within schools.

Fiona Robertson then invited questions from the members of the public present:

- **What is being proposed will mean the Head Teacher will no longer be a “teacher” but an “administrator”?**

Fiona confirmed this was not the case. The Head Teacher would be a Professional Leader ensuring quality assurance across the two schools.

Sally Leighton explained that the Head Teacher would still teach alongside staff in schools, supporting individual groups of children and relieving staff on occasions to allow for personal development. The role would be to support teaching in the schools and there would be the freedom and flexibility to work with teachers and children as required, rather than being tied to one class. The needs of classes/schools are very different depending on whether there are straight classes or composite classes, have children with additional support needs etc. and this role allows increased flexibility in teaching support.

- **What problems were encountered in a shared headship role?**

Sally responded by saying she felt there weren't really any problems, but huge benefits e.g. in terms of a greater pool of staff and the ability to pull resources across two schools.

She confirmed that although there was a clearly displayed timetable showing her attendance patterns in both schools, this was not in-flexible and the Head Teacher would have to react to the requirements in each school. There would be an equal distribution of time across the two schools at different times to allow for parents with different work patterns who wanted to meet with the Head.

- **If time is split between two schools there will be less engagement with children and therefore less opportunity get to know individual children and understand their needs?**

Sally confirmed there was a greater engagement with children because time was freed up from teaching one specific class to interact and observe children in different situations. There was more freedom to move around to ensure better planning. She gave assurances that the children had plenty of contact with the Head Teacher and she felt she knew the children very well.

She confirmed that each school would have its own identity and its own Parent Council but that one of the benefits for smaller schools was to bring the children from the two schools together.

A parent said this would not work between Innerwick and Stenton in terms of cost of transporting children. Fiona Robertson proposed the contact would not have to be physical, but could be done electronically, to which the parent replied, this could be done with any school anywhere in the world, not simply because there was a shared headship.

- **If given the choice would you (Sally Leighton) prefer a single or shared headship?**

Sally confirmed she had enjoyed her role as shared head of Humbie and Saltoun but left for her own professional development.

- **Were there any negatives to the role?**

Sally confirmed she could not think of any negative factors, only positive.

- **Would the role lead to duplication of tasks in each school?**

Schools have their own identity so there would be a different focus on each school. Each school has its own parent council so there would be very different tasks depending on the needs of the individual children. Some tasks would obviously be relevant to both schools but this would be an advantage as information could be shared.

- **What feedback has there been from parents re the shared role?**

Sally confirmed that parents were insecure at first but felt well supported and ultimately feedback was positive.

- **If the Head Teacher has no teaching commitment in the schools will additional staff be appointed?**

Fiona Robertson confirmed additionality would be put in to schools.

A parent from Innerwick raised concerns about the significant staff changes there had been at Innerwick Primary School recently and was concerned that supply staff would be used to plug teaching gaps. Both Fiona Robertson and Richard Parker gave assurances that there would be permanent contracted members of teaching staff in each school and supply staff would only be used to cover sickness and long term absences in the usual way. The new role is to lead learning so there would be better professional development opportunities for the existing teaching staff.

- **Would there be additional pressure on existing staff and a risk of disruption to the intimacy of the teacher/pupil relationship in the smaller school?**

Fiona confirmed that teachers would not be pulled out of class any more in a shared headship.

- **Is this just a cost cutting exercise?**

Fiona Robertson and Richard Parker confirmed this is not a cost cutting exercise and that indeed additional teaching time would be put in to both schools to allow the Principal/Class teacher to work in smaller groups and/or with the Head Teacher. Sally Leighton supported the statement by confirming East Lothian Council supported the schools by putting in additional resource.

- **If not a cost cutting exercise, why? What is the reason for the shared headship?**

Fiona Robertson reiterated that the role of the Head Teacher has become very challenging and many find the new duties and resulting workload extremely intensive. Nationally there is a huge crisis in a lack of Head Teachers because the workload is too great. The Head Teacher needs to be freed up from the classroom.

- **Would it not make more sense to restructure the roles rather than the schools i.e. should the teaching and administrative roles be separated?**

Fiona Robertson confirmed this is not how it's being rolled out nationally. The Head needs to be a leader within a school as well as meeting national requirements.

- **Would Stenton be at a disadvantage being the smaller school e.g. when standardised assessments are introduced?**

Sally Leighton confirmed the time split would be equitable and balanced out over the two schools. Fiona Robertson confirmed the authority would help staff manage the new assessments.

- **Would it be a single budget for both schools or two separate budgets?**

The budgets would be independent, however there may be occasions when the Head would want to combine resources.

- **How will Pupil Equity Funding be affected?**

The Head Teacher would discuss this with parents at both schools to agree which pupils would best benefit from the funding so the shared headship would have no significance.

- **Is there a risk of Stenton Primary School closing?**

Fiona Robertson confirmed this would not be the case and that East Lothian Council is committed to supporting rural schools.

- **Did Saltoun and Humble Primary Schools keep their own identity (question directed to Sally Leighton)?**

Fiona Robertson and Sally Leighton confirmed the schools did indeed keep their own identity. The chairs from the two parent councils would be involved in the recruitment process, ensuring each community is represented.

- **Is there a difference in the remuneration for a shared Head Teacher role in order to attract candidates?**

Fiona Robertson and Richard Parker confirmed the remuneration is greater. Richard explained that there is a National Toolkit used which takes in to account pupil role, size of budget etc. which will then determine the grade and associated salary. There would be additionality based on the fact that it is a shared headship.

There were no further questions.

Fiona summed up the meeting by reiterating that this was not a cost cutting exercise but a means of ensuring a high quality education by providing the Head Teacher with the ability to carry out effectively such duties associated with both recent and planned changes within education.

Fiona Robertson confirmed she would be attending Parent Council Meetings at Stenton and Innerwick on Wednesday 28 June 2017. Gill Whitford will also be in attendance at these meetings to answer further questions on shared headship. She invited all interested parties to complete the Consultation Hub on the East Lothian Council website.

APPENDIX 2 – Note of staff voice session – Innerwick Primary School

Innerwick Primary School Staff Voice 20/06/2017

David Scott, Val McIntyre, Lesley Brown and Katy Johnstone met with all staff. David Scott outlined the proposal and then there was a group discussion around questions that the staff had prepared.

Thoughts

- It would be good to have cross working on the big occasions such as sports day and trips e.g. share coaches
- It would be good to undertake training together, as there are no stage partners at Innerwick it would be interesting to work with others on things like School Improvement Plans
- Some staff unsure as to how one head teacher would be better than two

Questions

- Will there be a shared admin and what will it mean? Both schools have an entitlement to a Grade Six admin assistant and there are no plans to change this.
- Will there be a shared budget? – Each school will continue to have their own devolved school management budget. However resources may be shared over both schools as appropriate.
- The current Head Teacher spends a lot of time as the main point of contact, how will that work with a shared head? – The Parental Engagement Strategy places a duty on all staff to ensure parents and carers are welcomed into the school. Schools will be required to put in place a robust monitoring system to record their parental engagement.

It is envisaged a weekly timetable will be produced highlighting which school the Head Teacher is in over the week and contact details will be made available. This can be shared with pupils, staff and parents.

- Flexibility regarding staffing, at the moment the Head Teacher fills any gaps that arise from illness or appointments, how would this work - The Head Teacher will have no class commitment time, the Principal Teacher will be given additional time out of class to carry out management duties and we will put in place enhanced teaching time. The Head Teacher will make arrangements for cover to be provided.
- Worried about the lack of contact time with H.T. if there is an emergency - The Principal Teacher, as a member of the Senior Management Team, will deal with the urgent matter

and if they felt the Head Teacher should be in school they would be contacted and could return to the school immediately.

- Worried about the distance between the two schools – (Post Meeting: Map data indicates a distance of 6.2 miles and a journey time of 14 minutes.)

- Concerns that there are not enough educational benefits – Under Education Governance: Next Steps there will be more responsibilities placed upon Head Teachers. A shared headship will release the head teacher from class committed time to undertake the duties and responsibilities set out in the National Improvement Framework.

East Lothian Council is committed to engaging with all stakeholders.

APPENDIX 3 – Note of staff voice session – Stenton Primary School

Stenton Primary School Staff Voice 20/06/2017

David Scott, Val McIntyre, Lesley Brown and Katy Johnstone met with all staff. David Scott outlined the proposal and intimated that there were no significant savings to be made. There then was a group discussion.

- Staff felt that the children had been asked leading questions

- Can't get their heads around how it is not a cost saving exercise – Two Principal Teachers will be re job sized to take account of their additional responsibility and we will provide additional class teaching time in order to release the PTs across both schools from class for more management duties. In addition the Head Teacher position will also require to be job sized to account for increased management responsibilities.

(During the discussion the following statements, the views were noted and where appropriate, they have being responded to in the final consultation report)

- In relation to cross working opportunities would the schools be given additional funding to meet the cost of transport, we are the smaller school so will always have to do the travelling

- It was the staff's perception that the visit to West Barns Primary School was a social exercise and did not have an educational benefit

- Stenton pupils have a high expectation of learning and staff are worried that the standard will drop.

- Major implications for Principal Teacher and PT needs to think about this and discuss time/pay

- Would staffing change at all? – The Head Teacher will have no class commitment time, the Principal Teacher will be given additional time out of class to carry out management duties and we will put in place enhanced additional teaching time
- Feel they can't be off sick and there is more pressure on staff, would prefer that the enhanced teaching time would be a permanent member of staff and not supply, due to the lack of continuity for the pupils.
- Concerned about the distance between the two schools - (Post Meeting: Map data indicates a distance of 6.2 miles and a journey time of 14 minutes.)
- Feel the community in Innerwick is very different to that in Stenton
- Feel that it is more difficult to have a relationship with an acting Head Teacher than with a permanent Head Teacher.
- Don't have a problem with a shared headship in general but there are areas that need to be addressed.

East Lothian Council is committed to engaging with all stakeholders.

APPENDIX 4 – Note of pupil voice session – Innerwick Primary School

Innerwick Pupil Voice 20/06/2017

David Scott, Val McIntyre, Lesley Brown and Katy Johnstone met with groups of pupils. David Scott outlined the proposal and a group discussion followed. The children had prepared some thoughts and questions.

P1/2/3

Thoughts

- I think they won't be able to take an interest in all our learning
- They may get caught at the other school if there is bad behaviour, a child is injured, or parents are visiting
- It will be good to have a new head teacher with new ideas
- I hope the new Head Teacher will listen to us and our good ideas for the school
- The new Head Teacher would have to spend less time at our school

- Not sure about the situation because we don't know what's going to happen, we need to work it out
- Don't know if they will do it our way or their way

Prepared Questions

- When will the new Head Teacher be appointed? – Following the informal consultation which closes on 31st July a report will be prepared which will incorporate the various responses to our consultation and the Head of Education will prepare a proposal to take to a meeting of the full council in August 2017 for them to consider. Once the elected members make a decision the Education Service will begin a recruitment campaign to fill the post.
- Will the new Head Teacher still take our assemblies? – Yes, the Head Teacher will take assembly.
- What would happen if the Head teacher was at the partner school and something happened at our school? – The Principal Teacher, as a member of the Senior Management Team, will deal with the urgent matter and if they felt the Head Teacher should be in school they would be contacted and could return to the school immediately.

P3/4/5

Thoughts

- We need a Head Teacher for Friday assemblies
- Stenton is far away from here
- If there is an argument in the playground and the Head Teacher isn't here then it takes teachers away from teacher time
- The Head Teacher won't know us as well as they do now
- They may get confused with different rules in different schools
- We are our own school so shouldn't we have our own identity
- We could do things together and it would be fun

Prepared Questions

- If we needed the Head Teacher here and they were at Stenton, what would happen? – The Principal Teacher, as a member of the Senior Management Team, will deal with the urgent matter and if they felt the Head Teacher should be in school they would be contacted and could return to the school immediately.

- How will they divide their time between the two schools? – There will be a set of protocols put together that will inform this.
- Would the new Head Teacher teach us at any time? – The Head Teacher will have no class committed teaching responsibilities but it may happen from time to time.
- Would Stenton join us for special events? – You’ve told us that it would be fun to join another school for special events and there will be opportunities for this.

P6

Thoughts

- A shared Head Teacher won’t be here all the time
- A shared Head Teacher won’t just be thinking about our school
- You could share ideas between schools more easily - if one school has a good idea it can be shared
- The new Head Teacher should be kind, fair, funny and patient

Prepared Questions

- When will the new Head Teacher be appointed? - Following the informal consultation which closes on 31st July a report will be prepared which will incorporate the various responses to our consultation and the Head of Education will prepare a proposal and it is hoped this will go to the first meeting of the full council in August 2017 for them to consider. Once Council make a decision the education service will begin a recruitment campaign to fill the post.
- Who will be doing the things Mrs Gordon does e.g. assemblies? – The new Head Teacher.
- Who is going to cover teachers when they are out or sick? – The Head Teacher will have no class commitment time, the Principal Teacher will be given additional time out of class to carry out management duties and we will put in place enhanced teaching time. The Head Teacher will make arrangements for cover to be provided.
- Will the school change with a new Head Teacher? – We would anticipate that all the good things that happen in Innerwick PS will continue and the new Head Teacher will bring some new ideas with them.
- Will a new Head Teacher still arrange trips? – Yes, the new Head Teacher may still arrange trips.

- Will the curriculum change? – The curriculum is always changing as you move through school.

East Lothian Council is committed to engaging with all stakeholders.

APPENDIX 5 – Note of pupil voice session – Stenton Primary School

Stenton Primary School Pupil Voice 20/06/2017

David Scott, Val McIntyre, Lesley Brown and Katy Johnstone met with all pupils. David Scott outlined the proposal and then there was a group discussion around the following questions.

What's good about Stenton Primary School?

- It's small and everyone knows each other
- It's fun
- If someone does something mean they won't get away with it
- We go on a lot of school trips
- We get to do an end of year show.

What do you think of the current arrangement with an acting shared Head Teacher?

- Feel the current situation works well
- Good because we went down to West Barns
- Positive thing because we have more opportunities
- Head Teacher is not be at school as much

What do you think about having a shared Head Teacher with Innerwick Primary School?

- Would be fun to work with children from the other school
- Think it would be better to do activities with people who are the same age
- We could do a big school play altogether

Pupils were informed that there would be other opportunities for them to share their views with their class teacher.

Mrs Whitford, Acting Head Teacher joined the meeting

*Mrs Whitford has been acting Head Teacher of Stenton Primary School since mid-February 2017, in addition to her substantive post as permanent Head Teacher of West Barns Primary School. From August 2017 Mrs Whitford will also take up the role of acting Head Teacher of Innerwick Primary School **on a temporary basis** until such time a decision is taken by East Lothian Council elected members and a subsequent recruitment campaign is put in place. Whilst Mrs Whitford is overseeing Innerwick, Stenton and West Barns Primary Schools the proposal for a shared headship is only in relation to Innerwick and Stenton Primary Schools.*

- Mrs Whitford spoke to the children about her role as acting Head Teacher and asked the children if they had enjoyed their day out to West Barns Primary School.
- She then suggested that it may be possible for some pupils to join together for activities such as football as it is very difficult to form a team from a small school.
- Mrs Whitford also suggested that a new Head Teacher would have the opportunity to plan two school diaries effectively to avoid any significant clashes.
- Mrs Whitford offered to run a Carousel with the children in order for them to further share any views they may have.

East Lothian Council is committed to engaging with all stakeholders.

APPENDIX 6 – Written Response from Innerwick Parent Council

Proposed shared headship across Innerwick and Stenton Primary Schools

Following three meetings attended by Fiona Robertson on 22.6.17, 26.6.17 and 28.6.17 at which parents were given the opportunity to ask questions about this proposal, Innerwick Primary School Parent Council has drawn up the following list of points which we would ask you to take into consideration when discussing the proposed shared headship at Innerwick and Stenton Primary Schools.

- The primary concern of parents throughout the school is about continuity for our children. Prior to Mrs Gordon's appointment in 2012 the school went through a period of extreme disruption to staffing and consequently to our children's education. In addition, the post of Principal Teacher has been erratic since 2008. With the appointment of Mr Cain to the Principal Teacher post in December, we were looking forward to a period of stability, particularly for those older children whose education was disrupted previously. Parents of that cohort of children have expressed concern that as a result of this proposal the Principal Teacher will have less contact-time with P6-7, to the detriment of those pupils yet again.

- The Parent Council is concerned that staff's views and their desired professional development are taken on board and that no existing member of staff is forced to take on any enhanced role against their wishes.
- As the result of the Educational Governance Next Steps we understand that ultimately Head Teachers will move to fully non-teaching roles in all schools to enable them to take on the increased management requirement, but it strikes us that Principal Teachers in joined schools are going to move into that same unsatisfactory role that Teaching Heads found themselves in previously – to the detriment of their role as a class teacher.
- There is a concern amongst parents that without a full-time Head Teacher in the main Leadership role in our school, Attainment and School Development may not progress at the same pace as they would have done under the status quo.

We would also like you to consider the following proposals.

- In the event of the proposal for a shared headship being accepted by the authority, we would ask you to seriously consider making it a pre-requisite for the appointee to have previous experience as a Head Teacher given the increased complexity and demands of a shared headship.
- In the event of the proposal for a shared headship being accepted by the authority, we would ask you to consider the appointment of a Business Manager to support Heads in joint schools (perhaps collectively across all the schools concerned).

A number of parents have told us that they did not take part in the meetings with Fiona Robertson and will probably not submit their own views via the Consultation Hub because they felt that this is a 'done deal'. However informal discussion has confirmed that concern about continuity for our children is held across our entire parent body. We hope that the Council will not merely rubber-stamp this proposal, but give serious thought as to how it can be made to positively benefit the pupils at both Innerwick and Stenton Primaries.

Innerwick Primary School Parent Council