



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

**WEDNESDAY 10 OCTOBER 2018  
COUNCIL CHAMBER, TOWN HOUSE, HADDINGTON**

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**Committee Members Present:**

Councillor L Bruce (Convener)  
Councillor N Gilbert  
Councillor J Henderson  
Councillor G Mackett  
Councillor P McLennan  
Councillor T Trotter

**Other Councillors Present:**

Councillor F O'Donnell

**Council Officials Present:**

Ms M Patterson Depute Chief Executive (Partnerships and Community Services)  
Mr D Proudfoot, Head of Development  
Ms S Saunders, Head of Communities and Partnerships  
Mr B Davies, Group Service Manager – Planning and Performance (Adult Wellbeing)  
Mr P Vestri, Service Manager – Corporate Policy and Improvement  
Mr A Stubbs, Service Manager – Roads  
Mr P Forsyth, Team Manager – Assets and Regulatory (Roads)  
Ms L Brown, Quality Improvement Manager (Education)  
Ms E Gigourtaki, Senior Roads Officer  
Mr G Stewart, Policy Officer  
Ms P Bristow, Communications Adviser

**Clerk:**

Ms A Smith

**Apologies:**

Councillor C McGinn  
Councillor B Small

**Declarations of Interest:**

None

## **1. MINUTES FOR APPROVAL – PPRC, 20 JUNE 2018**

The minutes of the meeting of the Policy and Performance Review Committee of 20 June 2018 were approved.

*Matters Arising* – Councillor McLennan requested an update on the Customer Services Excellence Board/Customer Services Champion. The Convener indicated he had not yet discussed this with the Administration but intended to do so.

## **2. 2017/18 ANNUAL PUBLIC PERFORMANCE REPORT**

A report was submitted by the Depute Chief Executive (Partnerships and Community Services) providing the Committee with information on the 2017/18 Annual Performance Indicators.

Paolo Vestri, Service Manager – Corporate Policy and Improvement, presented the report. He informed Members that a further ‘State of the Council’ report providing a more comprehensive view on how the Council was achieving the objectives and priorities set out in the Council Plan would be considered at the October Council meeting. The report presented to this Committee showed that progress was being made in achieving the Council Plan across all four key objectives/themes. He drew attention to a correction (page 12, paragraph 3.9, 3<sup>rd</sup> bullet point) which should be deleted. Gary Stewart, Policy Officer, then took Members through the Annual Indicators, highlighting a number of specific indicators.

Officers responded to questions. Councillor Trotter, referring to average number of days taken to re-let properties, queried plans to improve this. Douglas Proudfoot, Head of Development, stated that whilst there had been some improvement to this indicator it was recognised that further improvement was still needed. Members were aware of the ongoing review of the Voids Policy; this would be brought to Cabinet next year along with the Allocations Policy. The primary aim was to get people through temporary/emergency accommodation as quickly as possible and officers were working in partnership with other Registered Social Landlords. Regarding queries about the homelessness indicator, he drew attention to the comments section, which gave an explanation for the performance figures. In relation to points raised about lack of progress over the years, Mr Proudfoot advised that the Council was looking to structure its interventions, some properties may require greater interventions; the aim was to get properties back on stream as soon as possible. He added that one of the most important aspects was how to best influence the new supply of properties for affordable and social rent.

Councillor Henderson referred to the significant savings made in relation to the cost per dwelling of collecting Council Tax and asked for more details about how this had been achieved. Monica Patterson, Depute Chief Executive, said that as no one was present from the Finance Service she would take this back to relevant officers for a response.

In response to Councillor McLennan’s question about the increase in the number of days taken for decisions on major development applications, Mr Proudfoot said this increase had been due to the diligence applied to two particular planning applications. He stressed that this was not a continuing trend.

Lesley Brown, Quality Improvement Manager, responded to Councillor McLennan’s questions about the funded employability programmes. She drew attention to the comments section against this indicator, advising that a Service Review was ongoing. In relation to the timescale, she advised that it was hoped to be in the next 6 months or so. As to queries about how the Economic Development Strategy fed into this timescale Mr Proudfoot

reported that the Strategy would go to Cabinet in November, then to the Partnership Forum and would come to PPRC in February 2019.

Councillor Trotter, referring to fly tipping, noted that the indicator was moving in the right direction and asked for the reasons behind this improvement. Ms Patterson said she would pass this on to the Infrastructure Service for a response.

Councillor Henderson, referring to the sickness absence figures, shown as percentages, asked if the actual cost to the Council could be provided. Ms Patterson confirmed she would take this back to officers for a response as there was no one present to provide this detail.

Responding to Councillor Gilbert's query about rent arrears, Ms Patterson stated that improvements in collection of rent arrears had been significant but the introduction of Universal Credit had made a negative impact on rent arrears. Notwithstanding this, it was very positive to see the indicator improve slightly. She also drew attention to the additional comments against this indicator.

Mr Stewart, responding to a question from the Convener, advised that information on the gender pay gap was due at the end of this year.

### **Decision**

The Committee agreed to note the 2017/18 Annual Public Performance Report.

### **3. PERFORMANCE REPORT, QUARTER 1 2018/2019**

A report was submitted by the Depute Chief Executive (Partnerships and Community Services) providing the Committee with information regarding the performance of Council services during Quarter 1 (April to June) 2018/19.

Mr Vestri introduced the report. Mr Stewart then took Members through the Q1 report, providing further information in respect of those indicators that may be of particular interest.

Officers responded to questions from Members. Sharon Saunders, Head of Communities and Partnerships, gave a detailed response to Councillor McLennan's various questions about the Contact Centre. She referred to the comprehensive update provided at the last meeting. She advised Members that the indicator needed to be redefined to take into account the Council's Digital Strategy. As regards staffing, recruitment was still ongoing; the Q1 figures did not reflect a full complement of staff. She reported that the Contact Centre had dealt with a 24.3% increase in all calls handled (e.g. Council Tax, Payments, Housing Repairs, Waste Services) in Q1 2018/19 in comparison to the previous year, including 7,500 Scottish Borders Council (SBC) calls handled in a new contractual service provided by ELC to SBC that had not existed prior to this financial year. The overall performance of the Contact Centre indicated a significant capacity to respond to a variety of calls. She reported there had been a dynamic shift in customer delivery from face to face to online. An update could be brought to a future meeting if desired. Councillor McLennan appreciated the pressures this service was under and asked that thanks be passed to staff. Ms Saunders extended an invitation to the Committee to visit the Contact Centre, to see its operation and hear of the new Customer Management System in development for implementation in April 2019; Members welcomed this invitation. Ms Saunders agreed to arrange the visit for early December.

Councillor McLennan queried how performance of 'arm's length external organisations' (ALEOs) such as enjoy leisure was dealt with; he had some concerns. Mr Vestri indicated that the enjoy leisure annual report would be going to the next Audit and Governance

Committee in November. Councillor Henderson, Convener of that Committee, added that she was in discussions with Jim Lamond, Head of Council Resources and Mr Vestri about improving ALEO reporting.

In response to Councillor Trotter's questions about housing benefit, Mr Vestri said that an increase had been expected in Q1 due to changes in rent levels and benefit rates taking effect. The figure compared favourably with the last year's Q1 figure. He added a caveat that next year there would be another increase in Universal Credit claimants as people migrated from being legacy claimants. He confirmed that as regards dealing with migration, discussions were ongoing with the Department for Work and Pensions.

Councillor Henderson raised queries about building warrants; she noted that no figures were included in this report but had heard that the volume and staffing situation meant there were delays processing these. Mr Proudfoot gave details of the recruitment difficulties facing this sector. Regarding procedures to communicate the delays to people waiting for a building warrant, he understood these were in place but would raise this with the service area.

Councillor Gilbert, in relation to the decrease in the number of calls to the Contact Centre answered within 30 seconds, asked if it was known how many people hung up before this point. Ms Saunders said she would ensure this information was provided.

In response to the Convener's query about how the number of Business Gateway start-ups indicator was measured, Mr Proudfoot gave details of the application process onwards, clarifying that analysis was undertaken and also referred to East Lothian Investment's role.

Councillor Henderson praised the improvement in the Delayed Discharge indicator. Councillor O'Donnell, Cabinet Spokesperson for Health and Social Care, stated that East Lothian was performing well; the benefits of integration were providing better outcomes.

## **Decision**

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

## **4. NON-RESIDENTIAL SOCIAL CARE CHARGING**

A report was submitted by the Acting Director of the Health and Social Care Partnership (HSCP) updating the Committee on the impact to date of the introduction of new and increased charges.

Bryan Davies, Group Service Manager – Planning and Performance, presented the report. He informed Members that the HSCP had a well-established Charging Group with multi stakeholder membership. He referred to the consultation exercise and public meetings held earlier in the year. A benchmarking exercise had been undertaken and, after the increase, the Council would still be in the middle or lower half of the range of councils as a charging authority. He outlined the appeals process, reporting that four hearings had taken place since the introduction of charges. He drew attention to the data on the community alarm service. Mr Davies reported there would be ongoing review of the Council's social care charging regime to ensure delivery of the three year budget targets for charging income.

Mr Davies responded to questions. In respect of the appeals process, queried by the Convener, he outlined what was involved. There could be a number of different outcomes and if the appellant was not satisfied, they could go to Stage 2 of the Council's Corporate Feedback Process. Responding to Councillor Henderson's questions, Mr Davies said there could be a range of reasons for an appeal; risk and financial hardship tended to be the main

two reasons. In reply to the Convener's query about assistance provided, he confirmed there were a range of agencies that provided support to appellants including the Carers' Association and Independent Advisory Groups. Councillor O'Donnell clarified that the appellant did not attend the appeal hearing.

Councillor Gilbert, referring to the number of people that had ceased their community alarm service, asked if this was a concern. Mr Davies indicated it was concerning and was being addressed; he gave details of the actions being taken in this regard.

Responding to Councillor Mackett's query, Mr Davies said it cost £4 per week for an alarm.

Councillor McLennan raised several queries. Regarding having a formal consultation with users after a year, Mr Davies stated that the consultation carried out earlier had been good. The group was now looking ahead to next year and addressing the challenges. There would be wider engagement. In relation to the £358,000 income figure, he advised that this had been set as a realistic figure during budget setting discussions with the Administration. Confirmation would be sought from COSLA regarding 'flat fee' charges as any change in the guidance would have to be adopted locally. Councillor O'Donnell addressed some of the other points raised. She advised that capacity as regards incomes and efficiencies was being looked at. The Scottish Government was looking at high tariff packages. COSLA guidance was constantly being reviewed; the COSLA Health and Social Care Board would be meeting again next week. She expressed thanks to the members of the Charging Group and to staff. She encouraged Members, if cases came to their surgeries, to contact her and she would take these forward; there was a need to protect the most vulnerable in the county.

In relation to the budget process, Councillor McLennan stated it would be beneficial to have a more detailed look behind the figures, before the start of the process, which would then assist Members in their budget preparation. He asked if there would be a briefing at a more detailed level for Opposition Members. Ms Patterson indicated she would raise this with Jim Lamond, Head of Council Resources.

Councillor O'Donnell stressed the importance of having a One Council approach and good communication with the Third Sector. She would welcome discussions with other political groups; contributions and experience of Members and officials was greatly valued.

## **Decision**

The Committee agreed to note the update provided in the report.

## **5. ROADS ASSET MANAGEMENT – ANNUAL STATUS AND OPTIONS REPORT**

A report was submitted by the Depute Chief Executive (Partnerships and Community Services) presenting a summary of the Council's road assets as of 1 April 2018.

Eleni Gigourtaki, Senior Roads Officer presented the report. She drew attention to a correction (page 53, paragraph 3.7.5, 3<sup>rd</sup> sentence) this value is *less* should read *more*. The report dealt with four different asset groups: carriageways; footways; street lighting and traffic management systems – full status and option reports were detailed in Appendix A. She took Members through each asset group in detail, drawing attention to the key points and outlining the options proposed for adoption.

Peter Forsyth, Team Manager – Assets and Regulatory, and Alan Stubbs, Service Manager – Roads, responded to questions. In relation to queries from Councillor McLennan about levels of investment and the budget process, Mr Forsyth clarified that recommendations for adoption for each asset group involved working within current budgets through the Capital

Planning process. He confirmed that officers were managing controlled deterioration. He added that officers had to look at the long-term picture, a 20-year cycle. Responding to further queries from Councillor McLennan, Mr Forsyth stated that the network was working well at present but it was an ageing network that would require investment at some point. Regarding weather related incidents, he confirmed that climate change did have an impact. He informed Members that an assessment had been carried after last year's severe winter, which showed a £1.4 million impact on deterioration of the value of the asset.

Responding to Councillor Gilbert, Mr Stubbs confirmed that the cost of dealing with an unexpected event would come from the general Roads Budget and require the programme of works to be reviewed resulting in timescales for other work to change.

Mr Stubbs responded to questions from Councillor Henderson regarding insurance matters, specifically on the Council's claims experience. He clarified that the Council had a good robust policy for the road network that met national guidance. He stated that if compliance with policy could be demonstrated then claims would be covered.

Councillor Trotter, referring to issues raised at community council meetings regarding the condition of the road network, said it would be useful for Members to have sight of the programme of events, for their ward, to be able to respond appropriately. Mr Stubbs indicated there was a 3-year strategic programme that allowed officers to plan the ground work and design schemes, in conjunction there was a 6-month programme. Following further discussion Mr Stubbs agreed to liaise with Members to ascertain the most appropriate way of providing this information.

## **Decision**

The Committee agreed to note the content of the report and the operational recommendations.

## **6. COASTAL CAR PARKS REVIEW – UPDATE**

Mr Stubbs informed Members that a brief had been agreed for the Coastal Car Parks review; this was being developed and a report would be brought to the next PPRC in February.

Councillor Trotter indicated this was helpful but it was disappointing that a report was not before the Committee today.

Responding to Councillor McLennan's query about an intermediate summary, Mr Stubbs indicated there might be an opportunity, through the Local Transport Strategy, which would be brought to Council later this month. Ms Patterson added that officers had hoped to bring the report to this meeting but this had not been possible; the brief was quite complex and involved working across many Council service areas.

## **7. WORK PROGRAMME**

The Work Programme detailed the reports already scheduled for the Committee for the remaining two meetings in session 2018/19.

The following reports were added to the work programme at the request of Members:

- Conduct of developers/enforcement issues (*February 2019 meeting - added to the Planning Service report*)
- Non-Residential Social Care Charging Update (*June 2019 meeting*)
- Instrumental Music Instruction/Impact of Charges Update (*June 2019 meeting*)

- Contact Centre Update (*June 2019 meeting*)

Mr Proudfoot indicated that the Annual Landlord report was due to come forward but suggested, given the heavy agenda for February, that this could be lodged in the Members' Library Service instead, if Members agreed. This course of action was agreed.

Signed .....

Councillor Lachlan Bruce  
Convener of the Policy and Performance Review Committee





**REPORT TO:** Policy and Performance Review Committee  
**MEETING DATE:** 27 February 2019  
**BY:** Depute Chief Executive (Partnerships and Community Services)  
**SUBJECT:** Performance Report, Q3 2018/19

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**2**

## **1 PURPOSE**

- 1.1 To provide the Committee with information regarding the performance of Council services during Q2 & Q3 2018/19 (July to Dec).

## **2 RECOMMENDATIONS**

- 2.1 The Committee is asked to use the information provided in this report to consider whether any aspect of the Council's performance is in need of further analysis.

## **3 BACKGROUND**

- 3.1 The Council has established a set of Key Performance Indicators to help monitor progress towards the outcomes contained in the Council Plan. The indicators are updated on a quarterly basis and the results are reported to the Policy & Performance Review Committee. Appendix 1 displays the results of the Key Performance Indicators for Q2 (July – September 2018) {previous value column} and Q3 (October – December 2018) (actual value column).
- 3.2 It should be noted that the Council has moved to using a new performance recording and monitoring software – Inphase. Therefore the performance indicators are presented in Appendix 1 in a slightly different format than previous reports. Members will be given a briefing on the capabilities and potential reporting facilities of the new software before the next meeting of the Committee.
- 3.3 There has not been a significant change in quarterly performance in Q3 compared to Q2. RAG status for Q3 shows that 10 indicators are performing within target (Green), 9 are close to target or within tolerance levels (amber) and 7 are outwith target or tolerance levels (Red).
- 3.4 Some of the key indicators that may be of particular interest to members include:

## **Improving Performance**

- Number of invoices paid on time increased during Q3 to 87.7%. Scottish average for this measure is 93.2%
- A small reduction in flytipping incidences and delayed discharge under 2 weeks during Q3.
- Average days to process new claims in housing benefit have reduced from 32.8 in Q2 to 24.2 in Q3.
- Contact centre measures have increased slightly in Q3, but remain under target.

## **Declining Performance**

- Average number of days to re-housing from temporary to permanent accommodation has increased from 344 days in Q2 to 394 in Q3. Recent changes to the allocations policy and the targeting of those with the longest stay in temporary accommodation through the Rehousing Panel process have led to a rise in very 'long-term' cases being accommodated, which has inflated the average number of days to rehousing. The impact of this should begin to reduce during 2019/20.
- Number of Jobs created by start-ups assisted by Business Gateway has declined in Q3 to 39 compared to 60 in the previous quarter.
- Attendances at pools have reduced by 23% in Q3, although there was a small increase in attendance at sports facilities.

## **4 POLICY IMPLICATIONS**

4.1 Reporting performance helps the Council demonstrate that it is achieving Best Value in regard to 'Commitment and Leadership', 'Sound Governance at a strategic, financial and operational level' and 'Accountability'.

4.2 The scrutiny of performance by Elected Members is part of 'Commitment and Leadership'. The Best Value Guidance explains that the scrutiny of performance means 'That members are involved in setting the strategic direction for Best Value and there is a mechanism for internal scrutiny by members of performance and service outcomes.' Reporting the performance indicators for each service every quarter is intended to aid this process.

## **5 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: Key Performance Indicators, Q3

<b>AUTHOR'S NAME</b>	Gary Stewart
<b>DESIGNATION</b>	Policy Officer
<b>CONTACT INFO</b>	<a href="mailto:gstewart1@eastlothian.gov.uk">gstewart1@eastlothian.gov.uk</a>
<b>DATE</b>	18-02-2019









# Appendix 1 - Council Plan Quarter 3 2018/19 Performance Report



## Dates

30/06/2018	30/09/2018	31/12/2018	31/03/2019	30/06/2019	30/09/2019
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## RAG status

-  Performance within target
-  Performance within tolerance levels
-  Performance outwith target / tolerance levels
-  ?
-  !
-  ?!

## Growing Our Communities

Measure	Objective	Previous Value	Actual	RAG Target	Trend	Comments
CH01 Number of homelessness cases	Increase community and individual resilience	224	241	n/a	250	 A new holistic approach to housing options is currently under development and this will be implemented during 2019/20. It is anticipated that the new preventative approach will support a significant reduction in the number of homeless presentations.
CH02 Average number of days to re-housing from temporary (homeless) to permanent accommodation	Increase community and individual resilience	344	395		240	 A comprehensive review of the existing Council Allocations Policy is complete, with a focus on addressing urgent homelessness pressures i.e. removal of temporary accommodation points, awarding flat rate of homeless points prioritised by homeless assessment date and a mandatory review of choice options (areas and house types – where the original choice would negate an offer being made in a reasonable time period). The changes, when fully implemented, should reduce the 'backlog' and enable a focus on current flow through the system. Two Cabinet papers on the "implementation of the new allocations

Measure	Objective	Previous Value	Actual	RAG Target	Trend	Comments	
						policy" and "setting allocations targets" (which will ensure targets appropriately reflect demand while ensuring balanced communities) are anticipated to be approved on 12 March. Options are also currently being explored in respect of increasing the proportion of RSL allocations to homeless applicants and promoting positive housing outcomes in the private rented sector.	
CH03 % homelessness assessments completed in under 28 days	Increase community and individual resilience	73	76	●	80	↕	New processes and procedures are currently being considered to enable the 80% target to be met and exceeded. More efficient and effective systems will begin to be rolled out during 2019/20.
CLD01 Extent to which CLD learning opportunities have a positive effect on all -round development	Increase community and individual resilience	78	82	★	70	↕	
CSCC01 % of calls within Contact Centre (excl. Switchboard) answered within 30 seconds.	Increase community and individual resilience	53.0%	59.0%	▲	70.0%	↕	Slight improvement against the previous quarter.
CSCC02 % of calls within contact centre (excluding switchboard) answered	Increase community and individual resilience	86	88	●	90	↕	Slight improvement against the previous quarter.
CSCC03 % of PNC6 (Community Response) calls answered within 1 minute	Increase community and individual resilience	92.94	93.54	●	97.5	↕	Slight improvement against the previous quarter.
EH01 % Food Hygiene high risk Inspections achieved	Increase community and individual resilience	100		?!		?	No high risk inspections planned during Q3
EH02 % of Food Standards high risk Inspections achieved	Increase community and individual resilience	100	100	★	100	➡	
EH04 % food businesses broadly compliant with food hygiene law	Increase community and individual resilience	93	94	!		↕	
HSCP_CJ01 Percentage of Community Payback Orders successfully completed	Reduce crime and anti-social behaviour	80	79	!		↘	
HSCP_CJ01b Number of Community Payback Orders	Reduce crime and anti-social behaviour	43	36	n/a		n/a	
RS01 Street lighting - repairs - average time in days	Better public transport and active travel	2.52	7.07	▲	7	↘	

Measure	Objective	Previous Value	Actual	RAG	Target	Trend	Comments
RS02 Traffic lights - average time to repair failure (hours:mins)	Better public transport and active travel	6.03	6.2	★	48	↕✗	
SCL_AS01 Percentage of Other Waste Recycled	Increase waste recycling	97	97	★	90	➡	
SCL_AS02 Percentage of Green Waste & Beach Waste Recycled	Increase waste recycling	100	100	★	100	➡	
SCL_AS03 Number of Flytipping incidences	Increase waste recycling	129	112	●	88	↕✓	
WS06 Number of vehicles accessing recycling centres	Increase waste recycling	130497	119705	★	100000	↕✗	

Growing Our Economy

Measure	Objective	Previous Value	Actual	RAG	Target	Trend	Comments
DM11 Major developments: average number of weeks to decision	Support the growth of East Lothian's economy	61.6	55.7	!		↓	
DM12 Local developments: average time in weeks	Support the growth of East Lothian's economy	9.1	8.6	!		↓	
DM13 All Local developments: % determined within 2 months	Support the growth of East Lothian's economy	84	87	!		↓	
DM14 Householder developments: average time (weeks)	Support the growth of East Lothian's economy	8.1	7.5	!		↓	
DM18 Approval Rates: Percentage of all applications granted in period	Support the growth of East Lothian's economy	96	95	!		✗	
EDSI_B01 Number of Business Gateway-Start ups	Support the growth of East Lothian's economy	41	39	▲	53	✗	Business start up team reduced by 50% as an advisor left at back end of last year with resulting impact on figures. New adviser in post and will be up to speed by the end of February. Risk of not hitting annual target has increased as currently behind by 6 on target.
EDSI_B02 Percentage of Business Gateway-Start ups that are trading after 12 months	Support the growth of East Lothian's economy	81	74	★	75	n/a	34 business contacted that commenced trading for the period October 2017 to December 2017.  25 still trading 6 ceased and 3 not contactable and classed as ceased.
EDSI_B11 Number of jobs created by start ups assisted by Business Gateway	Reduce unemployment	60	39	▲	65	✗	The number of start ups for the year is on target however job creation in afore mentioned start up businesses has slipped. This could be down to a number of factors including Brexit and the uncertainty around the economic climate going forward as well as the additional requirements when employing staff including pension auto enrolment.
EDSI_ELW02 Percentage of the	Reduce unemployment	2.9	3.0	🟡	2.8	↓	Under Universal Credit a broader span of



Measure	Objective	Previous Value	Actual	RAG	Target	Trend	Comments
population claiming Out of Work Allowance (JSA / Universal Credit)							claimants are required to look for work than under Jobseeker's Allowance. As Universal Credit Full Service is rolled out in particular areas, the number of people recorded as being on the Claimant Count is therefore likely to rise. At the end of March, there were 1945 claimants.
LPS01 % spend with contracted suppliers	Support the growth of East Lothian's economy	84	85	★	80	↓	

## Growing Our People

Measure	Objective	Previous Value	Actual	RAG	Target	Trend	Comments
HSCP_CS01 Average number of Placements for looked after children	Improve the life chances of the most vulnerable people in our society	1.7	1.8	!		↗	Placement stability is a key factor in positive outcomes for young people. There has been a reduction in the average number of placements an accommodated East Lothian child will experience in the last 3 years from 2.0 to 1.7. East Lothian accommodated children have on average 1.7 placements - this ranges from an average of 1.8 placements in Foster Care 1.2 re formal kincare. The more placement moves a child experiences, the less well they tend to perform academically.
HSCP_CS02 Percentage of children on Child Protection Register for more than 6 Months	Improve the life chances of the most vulnerable people in our society	29	22	!		↘	51 children on the register, with 11 on the register for more than 6 months at the end of December. There has been a large increase on the child protection register however we are still below the national rate per 1000 population. This increase is due to large sibling families.
HSCP_CS03 Percentage of children who are re-registered within a 12 month period	Improve the life chances of the most vulnerable people in our society	0	0	!		n/a	
HSCP_CS04 Rate per 1,000 children in Formal Kin Care	Improve the life chances of the most vulnerable people in our society	1.5	1.6	!		n/a	Formal Kinship care is when a child or young person is looked after by family or friends under a looked after statute obviating the need for Foster Care or Residential Care. The number in formal kincare continues to decline whilst at the same time the number in informal continues to rise. The rate of 1.6 is well below the Scottish average of 4.0. The small number of children in the cohort means that fluctuations in percentages are common. We are in a fortunate position in that our early intervention means that we have a small rate of children and young people in Formal Kin Care and a small rate of Looked After children overall. There are currently 35 children and young people in Formal Kin

Measure	Objective	Previous Value	Actual	RAG	Target	Trend	Comments
							Care. Rate per 1,000 is calculated using the 0-17 population of 21,263.
HSCP_CS05 Rate per 1,000 children in Foster Care	Improve the life chances of the most vulnerable people in our society	4.3	4.4	!		n/a	despite the rate per 1000 in foster care being below the national average there is still a large challenge in East Lothian to recruit foster carers especially for sibling groups and teenagers. Money has been identified to help in the recruitment.
HSCP_CS06 Rate per 1,000 children in Residential Care	Improve the life chances of the most vulnerable people in our society	1.5	1.7	!		n/a	There are 37 East Lothian young people in Residential Care. East Lothian has 13 places with two 6 bedded units and 1 specialist facility. External placements are reviewed regularly and work is ongoing to reduce the numbers. East Lothian is currently above the national average.
HSCP_CS07 Rate per 1,000 children on Home Supervision	Improve the life chances of the most vulnerable people in our society	3.9	3.5	!		n/a	There are 75 children on a Home Supervision requirement which is below the national average but is very high for East Lothian.
HSCP_01 Number of delayed discharge patients waiting over 2 weeks	Reduce hospital admissions and delayed discharge of older people	7	4	▲	0	↓	
HSCP_AS01 Percentage of people aged 65+ with intensive needs receiving Care at Home	Reduce hospital admissions and delayed discharge of older people	38.4	38.3	★	35	✗	
SCL_SD01 Number of attendances at indoor sports and leisure facilities	Tackle obesity in children	144265	149405	★	130000	↓	Attendance at sports facilities has shown a slight increase in Q3. Performance is within target. Number of visits in Q3 last year was at 177076.
SCL_SD02 Number of attendances at pools	Tackle obesity in children	134806	104070	●	110000	✗	Number of attendances at pools has reduced by 23% during Q3 - a reduction of 30,736.

## Growing the Capacity of the Council

Measure	Object Name	Previous Value	Actual	RAG	Target	Trend	Comments
BEN01 Average time in days to process new claims in housing benefit	Provide efficient services	32.8	24.2	●	26.0	✓	Dec 2018 Recognising that declining performance during Q1 & Q2 was associated with Temporary Accommodation claims reverse-migrating back from UC to HB the caseload allocated between the 2 operational teams was adjusted to achieve a more amicable split. This in turn allowed sufficient focus on new claims to ensure that the new claims target was exceeded in Q3.
BEN02 Average number of days to process a change of circumstances (Housing Benefit)	Provide efficient services	8.3	8.8	▲	6.0	✗	Dec 2018 The additional focus on new claims will have had some impact on the service's capacity to process changes in circumstances however Q3 was also a period where the service supported 2 internal secondments to the Welfare Support Team. Overall, Changes in Circumstances processing performance is still ahead of national average and prospects for an improvement in Q4 are good, (since the seasonal effect of large volume rent increases is expected to pull performance back in line with target).
CF001 Percentage of invoices paid on time	Provide efficient services	84.1	87.7	!		✓	
EBS01 Average Time in working days to Issue Building Warrants	Provide efficient services		108.55	!		?	222 warrants issued
EBS02 Percentage of Construction Compliance and Notification Plan's (CCNPs) Fully Achieved	Provide efficient services		5.7	!		?	Council fully achieved 98.22%
REV06 Business Rates in-year collection	Provide efficient services	62	84	●	84	✓	Collection targets for 2018/19 are based on previous year actual collection. For the first time in 2018/19, at end Q3

Measure	Object Name	Previous Value	Actual	RAG	Target	Trend	Comments
							2018/19, we dipped marginally below our collection target by 0.16%. Work continues to maximise collection over the next 3 months to ensure our EOY target is met. In addition to this, the team also actively promote various reliefs available to assist local businesses and to reduce their rates liability.
REV07 Council Tax in-year collection	Provide efficient services	54.03	80.38	●	81.09	↓	One of our key pressure points over the last couple of years has been the rate of growth of new properties. We are seeing a rapid increase in our property bases month on month. In 2016/17, we saw an increase of 787 new properties. In the nine months up to end December, we have seen our property base increase by 496 new properties. With this comes an increase in administrative activity.
REV08 Value of current tenants rent arrears	Provide efficient services	1614943.69	1597014.22	▲	1581332.68	↓	Overall this financial year, we are seeing a reduction in rent arrears, albeit a small one. The debt has reduced from £1,621,332.68 at end March 2018 to £1,597,014.22 at end Q3 2018/19. A reduction of £24,318.46, 1.50%. Extensive work continues to support the 1,788 Council house tenants claiming Universal Credit.



**REPORT TO:** Policy and Performance Review Committee  
**MEETING DATE:** 27 February 2019  
**BY:** Depute Chief Executive (Partnerships and Community Services)  
**SUBJECT:** Local Government Benchmarking Framework 2017/18

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**3**

## **1 PURPOSE**

- 1.1 To provide the Policy and Performance Review Committee (PPRC) with a summary of East Lothian Council's performance of the Local Government Benchmarking Framework results for 2017/18.

## **2 RECOMMENDATIONS**

The Committee is asked to:

- 2.1 Note that services are reviewing all indicators that are shown to have declined or remained stable and use the Improvement Service benchmarking groups to assist in developing improvement plans to improve performance.
- 2.2 Note the report and use the information provided to consider whether any aspect of the Council's performance is in need of further investigation.

## **3 BACKGROUND**

- 3.1 The Local Government Benchmarking Framework (LGBF) was developed by the Improvement Service (IS), on behalf of SOLACE (Society of Local Authority Chief Executives). Its core purposes are to help councils to gain greater insight into their performance in order to drive improvement, deliver better outcomes and to strengthen public accountability. This is done through the process of benchmarking and allows councils that are similar to compare performance, and to learn and understand why variances occur.
- 3.2 The Framework covers seven service areas: children's services; corporate services; adult social care; culture and leisure; environmental; housing and economic development. The data is gathered from a number of sources including

the Local Finance Return (LFR), Scottish Social Housing Charter, the Scottish Household Survey (SHS) and Skills Development Scotland.

- 3.3 LGBF data on East Lothian Council and all other Scottish Councils was released by the Improvement Services on 6th February 2019 via the [MyLocalCouncil](#) online tool. It provides data for East Lothian from 2010/11 to 2017/18, and allows members of the public to compare performance between all 32 Scottish Local Authorities as well as performance within family groups.
- 3.4 The National Overview Report was published by the Improvement Service on 6th February 2019 and provides analysis of the national trends and variations, both across councils and between councils. This is available from the link provided under background papers.
- 3.5 The overall assessment of the Improvement Service was that councils have done a very good job in delivering essential services in light of the increasing challenges, such as budget pressures and increased demand for services. The LGBF shows that, whilst up until now, local government has been coping with these pressures. It is now starting to show real signs of stress.
- 3.6 The Improvement Service LGBF Overview Report highlights that across the last eight year period (2010/11 - 2017/18) total revenue funding for councils has fallen by 8.3% in real terms, from £10.5billion to £9.6billion. The protection afforded education and care services has meant that other services such as culture and leisure, planning, roads and environmental services have borne the brunt of spending cuts, with substantial real reductions in spending.
- 3.7 The LGBF now includes a total of 81 indicators based on areas of cost, performance outcomes and satisfaction. 72 indicators have values for 2017/18 in the December release. Other indicator results are due to be released in March following completion of the Scottish Government's validation process on the finance data and to allow inclusion of the Looked After Children data. The latest release included some updated data for some indicators to take account of changes arising from the validation process.
- 3.8 The Improvement Service do not use rank or quartile information within the National report. However, Councils use ranking to determine their overall position across Scotland. All cost indicators are profiled as lowest cost with a rank of 1. Performance and satisfaction indicators are profiled as the highest is better with a rank of 1. Ranking alone is not a useful method of benchmarking council performance. Many councils will have different priorities in respect to each LGBF indicator. There will be operational differences and geographical elements which can impact on cost and performance.

### **Benchmarking & Family Groups**

- 3.9 To provide more meaningful benchmarking comparison, similar councils are grouped into family groups (Table 1). People services family groups are based on the characteristics of people living in the area, with the least deprived in family group 1 and the most deprived in group 4. For other services, the family group are based on the type of area, with group 1 being the most rural and group 4 making



up the larger cities and urban areas. East Lothian is in Group 2 for both family groups.

- 3.10 Benchmarking events are organised by the Improvement Service and/ or family group members throughout the year to allow councils to benchmark performance and to gain further insight and a better understanding of the variation between council services.

**Table 1: Benchmarking Family Groups**

People Services	Other Services
Children, social care and housing	Corp, C&L, Env, Econ and Dev
Family Group 2	Family Group 2
Angus	East Ayrshire
Argyll & Bute	East Lothian
East Lothian	Fife
Highland	Moray
Midlothian	North Ayrshire
Moray	Perth & Kinross
Scottish Borders	South Ayrshire
Stirling	Stirling

### Summary of 2017/18 Performance

- 3.11 Appendix 1 provides a summary of the results for the Council in relation to each indicator within the seven service areas listed in para 3.2 above. It provides the result for each of the indicators within each benchmarking theme. It provides a comparison to last year's performance; the Scottish average; comparison against the Family Group median value; and the overall rank position.
- 3.12 The following analysis does not include any indicators with no previous comparable data. All cost indicators have been adjusted for inflation to provide a real cost comparison on trend data.
- 3.13 Of the 72 LGBF indicators with values, 43 are indicators relating to the performance of services in delivering outputs and outcomes; 20 indicators relate to the cost of delivering services, and the remaining 9 are satisfaction indicators. Appendix 2 provides a summary of the data under these three categories.
- 3.14 Table 2 provides a breakdown of the number of indicators that improved or declined by at least 4% between 2016/17 and 2017/18 by indicator type. Although it should be noted that crude comparisons are not altogether useful as it is important to take account of the reasons behind the data and movements as outlined in the comments section in the Appendices.
- 3.15 Overall between 2016/17 and 2017/18, whilst 19 indicators (26%) improved and 29 (40%) remained roughly static, 24 indicators (33%) declined.

**Table 2: Number of indicators with improved / declined values (>4%) by Type**

Indicator type	Improved Status	No Change Status	Declined
Cost	11	5	4
Performance	8	21	14
Satisfaction		3	6
<b>Grand Total</b>	<b>19</b>	<b>29</b>	<b>24</b>

- 3.16 Four of the 20 cost indicators declined (increased costs) whilst 11 improved (lowered costs). Fourteen (from a total of 43) performance indicators declined, eight improved, and 21 showed less than 4% change. Six satisfaction indicators declined by more than 4%.
- 3.17 Data for LGBF satisfaction rates are drawn from the Scottish Household Survey (SHS). It should be noted that there has been a distinct national trend over the last few years in declining satisfaction levels across Scotland, as measured by the SHS, in particular in relation to satisfaction with schools, sports, libraries and museums. The sample rates from this national survey for each council are very low. Since the local authority sample size for the SHS in a single year is so low the LGBF uses three years aggregate data which presents further methodological issues. Local surveys based on service users tend to be more representative and are consistently higher. In addition, the SHS survey does not distinguish between users of services and non-users. So for example the respondents to the questions about satisfaction with schools or with libraries may not be parents or library users
- 3.18 The results of the Council's own 2017 Residents Survey, which is based on a large sample of residents and distinguishes between users and non-users of services, shows more favourable satisfaction levels across most services. The council will be carrying out another Residents Survey in spring 2019 which will provide a more robust up-to-date view of service users satisfaction with council services.
- 3.19 Comparison of the East Lothian indicators against the Scottish average shows that 39 (54%) of the indicators are performing better than the Scottish average. However, East Lothian Council's quartile performance when ranking each performance indicator from 1 (highest performance) to 32 (lowest performance) reduced slightly during 2017/18. Overall, 52% of the Council's indicators in 2017/18 are in quartile 1 and 2 compared to 55% in 2016/17, and there has been a commensurate increase in indicators in the 3<sup>rd</sup> and 4<sup>th</sup> quartile ranking.

**Table 3: Count of LGBF indicators by quartile and year**

Quartile	2016/17	%	2017/18	%
Quartile 1	17	23 %	15	21 %
Quartile 2	24	32 %	22	31 %
Quartile 3	24	32 %	22	31 %
Quartile 4	10	13 %	13	18 %

## Positive Indicators

3.20 The following are some of the indicators that showed marked improvement in 2017/18:

- CHN4: % of pupils Gaining 5+ Awards at Level 5 – this indicator showed an improvement from 60% to 64% which is above the Scottish average of 62% and improved the overall rank for this indicator from 19<sup>th</sup> to 13<sup>th</sup>
- SW5: the average weekly residential care costs reduced from £454 to £408 with the overall ranking falling from 25<sup>th</sup> highest to 16<sup>th</sup> highest
- Env5; Env5a & Env5b: the indicators for cost of Trading Standards and Environmental Health services (per 1,000 Population) all showed a reduction in costs and were ranked in the top quartiles, substantially lower than the Scottish average for these services
- Env3c: Street Cleanliness Score – improved for the second year running from 91.1% to 94.5%, and is now above the Scottish average with a ranking of 10 compared to 27 in the previous year. It should also be noted that East Lothian Council continues to have the highest street cleaning satisfaction rate (ENV7b) at 82.7% compared to the Scottish average of only 69.7%.
- HSN4: average time (days) taken to complete non-emergency repairs – improved from 12.8 days to 7.2 days and is now only just above the Scottish average of 7.5 days. This indicator's ranking improved from 22<sup>nd</sup> to 10<sup>th</sup>
- Econ9: Although East Lothian's town vacancy rate increased from 5.6 to 6.1, this is well below the Scottish average of 11.5 and is the second lowest figure across all Scottish local authorities

## Areas for further investigation

3.21 Several indicators have moved to or remain within quartiles 3 or 4 and require further investigation through benchmarking activity.

- CHN6: % of Pupils from Deprived Areas Gaining 5+ Awards at Level 5 (SIMD) declined from 35% to 31% (having fallen from 42% to 35% the previous year. The ranking has fallen from 6<sup>th</sup> in 2015/16 to 25<sup>th</sup> in 2017/18. However, as is explained in the comments section this indicator is based on a very small cohort of pupils – less than 5% - so the data is susceptible to significant fluctuation over time.
- CHN12f: Average Total Tariff score for pupils in SIMD Quintile 5 (least deprived 20% areas) – this showed a decline from 1279 to 1176, which is below the Scottish average of 1221. This is the first decline in this indicator since 2011/12 and resulted in a fall in ranking from 6<sup>th</sup> to 16<sup>th</sup>. The average total tariff scores for pupils in SIMD Quintiles 2, 3 and 4 all increased, although there was a small fall in the average score for pupils in Quintile 1. All schools have put in place improvement plans to improve attainment and reduce the attainment gap.

- Corp1 – Support Services as a % of total gross expenditure – increased from 5.1% in 2016/17 to 5.8% against a Scottish average of 4.5%. The council now ranks 28<sup>th</sup> for this indicator. The main reason for the movement in this indicator is that since the creation of the Unified Business Support service the costs of these staff has moved from services to central support services. Council staff will be attending a Support Services benchmarking event which has been organised by the Improvement Service in March to learn from good practice in other authorities.
- Corp6: Sickness Absence days per employee (non-teacher) – increased from 10.8 to 12.1 and our rank position declined from 13<sup>th</sup> 24<sup>th</sup>. Following the implementation of a new Managing Attendance policy there may have been an increase in the reporting of absence and the incidence of absence due to mental health issues and flu increased in 2017/18. The Council has increased the focus on health promotion, in particular mental ill health.
- SW4a & SW4b – both these indicators of satisfaction with, and impact of, care services showed significant falls. However, the data is drawn from national surveys which are not carried out by the council so further work is being carried out to understand the basis for these falls.

#### **4 POLICY IMPLICATIONS**

- 4.1 The Local Government Benchmarking Framework represents an important component of East Lothian Council's performance management arrangements and the drive to deliver Continuous Improvement.

#### **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: East Lothian LGBF Summary Results 2017/18 (Service Categories)
- 7.2 Appendix 2: East Lothian LGBF Summary Results 2017/18 (Indicator Type)
- 7.3 National Benchmarking Overview Report 2017/18:  
<http://www.improvementservice.org.uk/benchmarking/index.html>

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<b>DATE</b>	18 <sup>th</sup> February 2019



## Appendix 1 - LGBF Summary Report (Service Categories)


Fiscal_YR	2017/18
Local Authority	East Lothian


### Key to Icons


#### Values

 = Better than the Scottish Average (Profile based)

#### Quartile

 = Quartile 1 within top 8 (25%) of Councils

 = Quartile 2 within top 16 (50%) of Councils











 = Quartile 3 within the lower 16 (50%) of Councils

 = Quartile 4 within the lower 8 (25%) of Councils

(Profile based : Cost KPIs & specific performance KPIs: CHN20a CHN20b CHN22 CHN23 CORP 1 CORP 3c CORP 6a CORP 6b SW1 ENV4b ENV4c ENV4d ENV4e HSN1b HSN2 HSN4b Econ3= **lower is better**;

All other Performance & Satisfaction KPIs = **Higher is better**)


CHN19a,CHN20a & CHN20b: Previous Yr= 2 years

LGBF ID & Title	Previous Yr	Values	Scottish Average	Variation	% Variation	Overall Rank	Prev Yr Rank	Quartile	Group Median	LGBF Comments
<b>Children's Services</b>										
CHN1 Cost Per Primary School Pupil	4409.6	4518.97 	4974.4	109.3	2.5%	4	4	1 	5100.3	Number of primary pupils has increased by 48 to 8,540. Costs have increased compared to the previous year by 2.5% per pupil. Costs are within the top 25% of the Benchmarking Group and below the Scottish average.
CHN2 Cost per Secondary School Pupil	6376.3	6241.94 	6879.5	-134.3	-2.1%	2	3	1 	6891.1	Real term costs have reduced by 2.1% to 6241.9 per secondary school pupil. Costs are below the Scottish average.
CHN3 Cost per Pre-School Education place	3310.7	3477.45 	4463.3	166.8	5.0%	5	4	1 	3922.0	Number of places reduced by 83 to 1,885 for 2017/18. Costs have increased against the previous year by 5.0% to £3,477.5 per registration place. Costs are within the top 25% of the Benchmarking Group and below the Scottish average.
CHN4 % of Pupils Gaining 5+ Awards at Level 5	60.0	64.00 	62.0	4.0	6.7%	13	19	2 	62.5	The % of pupils gaining 5+ Awards at Level 5 increased by 4% in 2017/18. In line with the principles of Curriculum for Excellence, East Lothian's secondary schools plan flexible S4-S6 senior phase pathways, which include studying for qualifications over S4/S5. This measure does not reflect the different curriculum and presentation models operating in our schools. In particular Preston Lodge High School.
CHN5 % of Pupils Gaining 5+ Awards at Level 6	35.0	36.00 	34.0	1.0	2.9%	9	11	2 	32.5	The % of pupils achieving increased by 1% in 2017/18 resulting in a slight increase in rank by 2 places to 9th (quartile 2), above the Scottish average and Family Group median.


Fiscal_YR	2017/18
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 = Quartile 4 within the lower 8 (25%) of Councils

(Profile based : Cost KPIs & specific performance KPIs: CHN20a CHN20b CHN22 CHN23 CORP 1 CORP 3c CORP 6a CORP 6b SW1 ENV4b ENV4c ENV4d ENV4e HSN1b HSN2 HSN4b Econ3= **lower is better**;

All other Performance & Satisfaction KPIs = **Higher is better**)

CHN19a,CHN20a & CHN20b: Previous Yr= 2 years

LGBF ID & Title	Previous Yr	Values	Scottish Average	Variation	% Variation	Overall Rank	Prev Yr Rank	Quartile	Group Median	LGBF Comments
CHN6 % pupils in lowest 20% SIMD achieving 5 or more awards at SCQF Level 5 or higher	35.0	31.00	42.0	-4.0	-11.4%	25	24	4 	37.0	The % of pupils achieving decreased by 4% to 31% in 2017/18 with the authority placing the 25th highest in Scotland. It is important to note that the number of pupils in SIMD Quintile 1 in East Lothian is typically very small (less than 5% of the cohort). This SIMD group population is significantly smaller than any other SIMD Quintile group population. Due to the size of this population, the percentage achieving is susceptible to more fluctuation over time. In line with the principles of Curriculum for Excellence, East Lothian's secondary schools plan flexible S4-S6 senior phase pathways, which include studying for qualifications over S4/S5. This measure does not reflect the different curriculum and presentation models operating in our schools. In particular Preston Lodge High School.
CHN7 % pupils in lowest 20% SIMD achieving 5 or more awards at SCQF Level 6 or higher	12.0		16.0				20			Low sample numbers which could identify an individual create a null value for this measure.
CHN8a The Gross Cost of "Children Looked After" in Residential based services per Child per Week	2563.0						5			Results released in March
CHN8b The Gross Cost of "Children Looked After" in a community setting per Child per Week	233.6						11			Results released in March
CHN9 Balance of Care for 'looked after children': % of children being looked after in the community	90.1						11			Results released in March



Fiscal_YR	2017/18
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(Profile based : Cost KPIs & specific performance KPIs: CHN20a CHN20b CHN22 CHN23 CORP 1 CORP 3c CORP 6a CORP 6b SW1 ENV4b ENV4c ENV4d ENV4e HSN1b HSN2 HSN4b Econ3= **lower is better**;  
All other Performance & Satisfaction KPIs = **Higher is better**)  
CHN19a,CHN20a & CHN20b: Previous Yr= 2 years

LGBF ID & Title	Previous Yr	Values	Scottish Average	Variation	% Variation	Overall Rank	Prev Yr Rank	Quartile	Group Median	LGBF Comments
CHN10 % of adults satisfied with local schools	80.0	73.67 ●	72.3	-6.3	-7.9%	21	15	3 ▲	76.7	A drop in values from 80% last year to 74% in 2017/18. ELC is higher than the Scottish average and below the family group median. Please note, this indicator is taken from the Scottish Household Survey, which has a small sample size and low confidence levels for East Lothian.
CHN11 Proportion of pupils entering positive destinations	94.0						17			Results released in March
CHN12a Overall Average Total Tariff	923.3	923.95 ●	891.4	0.7	0.1%	11	10	2 ▲	870.3	The Overall Average Total Tariff score for East Lothian in 2017/18 remains in line with the previous year at 923.95, above the Scottish average and Family Group median.
CHN12b Average Total Tariff SIMD Quintile 1	507.0	488.00	618.0	-19.0	-3.7%	26	25	4 ◆	573.5	The average total tariff for East Lothian pupils in SIMD 1 dropped slightly on the previous year with the authority placing the 26th highest in Scotland. It is important to note that the number of pupils in SIMD Quintile 1 in East Lothian is typically very small (less than 5% of the cohort). This SIMD group population is significantly smaller than any other SIMD Quintile group population with approx. 24% of the cohort in SIMD Quintile 5. Due to the size of this population, the average tariff score in SIMD Quintile 1 and the gap between those in SIMD Quintile 5 is susceptible to more fluctuation over time. All schools have put in place improvement plans to improve attainment and reduce the attainment gap.
CHN12c Average Total Tariff SIMD Quintile 2	700.0	725.00	750.0	25.0	3.6%	19	23	3 ▲	700.0	The average total tariff for East Lothian pupils in SIMD 2 increased slightly resulting in an increase in rank by 4 places to 19th (quartile 3), above the Family Group median and below the Scottish average. All schools have put in place improvement plans to improve attainment and reduce the attainment gap.


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All other Performance & Satisfaction KPIs = **Higher is better**)  
CHN19a,CHN20a & CHN20b: Previous Yr= 2 years

LGBF ID & Title	Previous Yr	Values	Scottish Average	Variation	% Variation	Overall Rank	Prev Yr Rank	Quartile	Group Median	LGBF Comments
CHN12d Average Total Tariff SIMD Quintile 3	859.0	889.00	896.0	30.0	3.5%	17	23	3 	865.0	The average total tariff for East Lothian pupils in SIMD 3 increased slightly resulting in an increase in rank by 6 places to 17th (quartile 3), above the Family Group median and below the Scottish average. All schools have put in place improvement plans to improve attainment and reduce the attainment gap.
CHN12e Average Total Tariff SIMD Quintile 4	966.0	1004.00	1016.0	38.0	3.9%	18	19	3 	974.5	The average total tariff for East Lothian pupils in SIMD 4 increased slightly resulting in an increase in rank by 1 place to 18th (quartile 3), above the Family Group median and below the Scottish average. All schools have put in place improvement plans to improve attainment and reduce the attainment gap.
CHN12f Average Total Tariff SIMD Quintile 5	1279.0	1176.00	1221.0	-103.0	-8.1%	16	6	2 	1134.5	In SIMD Quintile 5 (least deprived 20% areas) the average total tariff score decreased for the first time since 2011/12 with East Lothian being placed the 16th highest score in Scotland in 2017/18, above the Family Group median and below the Scottish average. All schools have put in place improvement plans to improve attainment and reduce the attainment gap.
CHN17 Percentage of children meeting developmental milestones	76.2						9			Results released in March

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Local Authority	East Lothian

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◆ = Quartile 4 within the lower 8 (25%) of Councils

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All other Performance & Satisfaction KPIs = **Higher is better**)

CHN19a,CHN20a & CHN20b: Previous Yr= 2 years

LGBF ID & Title	Previous Yr	Values	Scottish Average	Variation	% Variation	Overall Rank	Prev Yr Rank	Quartile	Group Median	LGBF Comments
CHN18 % of funded early years provision which is graded good/better	88.9	82.76	91.0	-6.1	-6.9%	29	25	4 ◆	88.4	East Lothian's rating decreased by 6.1% to 82.3% in 2017/18 with the authority placing the 29th highest in Scotland. The number of funded East Lothian establishments, local authority and partner providers included in this measure influences the percentage evaluated as good or better year on year. In 2017/18, four 'over 3s' and 9 'under 3s' establishments did not meet the criteria to be considered as good or better across all four quality indicator themes. The measure takes into account the lowest quality theme evaluation regardless of whether that theme was inspected in 2017/18 or not. As a result, establishments may have improved since a previous inspection evaluation or change in inspection framework but the measure does not take this into account.
CHN19a % rate of school attendance	93.9	93.70 ●	93.3	-0.2	-0.2%	12		2 ▲	93.7	The attendance data is published every second year by the Scottish Government. The next update will be available in 2018/19. The values reported are for 2016/18
CHN19b % school attendance for 'Looked After Children'	91.4	89.42	91.0	-2.0	-2.1%	26		4 ◆	91.2	The attendance data is published every second year by the Scottish Government. The next update will be available in 2018/19. The values reported are for 2016/18
CHN20a school exclusion rate per 1000 pupils	35.9	34.14	26.8	-1.8	-4.9%	25		4 ◆	22.6	The exclusions data is published every second year by the Scottish Government. The next update will be available in 2018/19. The values reported are for 2016/18.  The authority recognises the higher than national average exclusion rate. A multi-agency, cross-service working group has been established to co-ordinate early intervention and prevention strategies. The implementation of new approaches highlighted within the new Included Engaged and Involved policy will also support a reduction in exclusions which are being rigorously tracked and monitored

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All other Performance & Satisfaction KPIs = **Higher is better**)  
CHN19a,CHN20a & CHN20b: Previous Yr= 2 years

LGBF ID & Title	Previous Yr	Values	Scottish Average	Variation	% Variation	Overall Rank	Prev Yr Rank	Quartile	Group Median	LGBF Comments
CHN20b school exclusion rate per 1000 'looked after children'	133.3	111.57	79.9	-21.8	-16.3%	22		3 ▲	108.8	The exclusions data is published every second year by the Scottish Government. The next update will be available in 2018/19. The values reported are for 2016/18
CHN21 Participation Rates for 16-19 year olds	93.1	94.70 ●	91.8	1.6	1.7%	6	9	1 ●	94.0	Participation rates improved again in 2017/18 with East Lothian's rank increasing by 3 places to 6th place. East Lothian's participation rate is within the top 25% of the Benchmarking Group, above the Scottish average and Family Group median.
CHN22 % of child protection re-registrations within 18 months	6.5						14			Results released in March
CHN23 Percentage of looked after children with more than 1 placement in the last year (Aug-July)	19.0						11			Results released in March

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<b>Corporate Services</b>										
CORP 1 Support services as a % of Total Gross expenditure	5.1	5.78	4.5	0.7	12.7%	28	20	4 ◆	4.5	Unified Business Support is now classed as part of the costs of Central Support Services within the LFR return. As a result, ELC rank position is now 28th.
CORP 3b The percentage of the highest paid 5% of employees who are women	52.7	53.88	54.6	1.2	2.2%	16	14	2 ▲	54.4	
CORP 3c The gender pay gap	1.8	1.95 ●	3.9	0.2	8.9%	12	9	2 ▲	1.8	ELC gender pay gap is 1.95. There has been a slight decline in rank. Overall, ELC is lower than the Scottish average rate of 3.9.
CORP 4 The cost per dwelling of collecting council tax	10.4	8.65	7.4	-1.8	-17.2%	23	23	3 ▲	7.2	The cost of collection is calculated by dividing the annual cost of the service by the number of domestic properties. The number of domestic properties increased by 1.7% in-year to 47,791. The cost of providing the service reduced in-year to £413,214.41. The main reasons for reduction in costs were due to a realignment of management costs within the Service and the system related costs in 2017/18 were lower than expected due to a credit being applied for a refund of costs that was actually due in 2016/17, but not received from the Scottish Government until the new financial year.
CORP 6a Sickness Absence Days per Teacher	7.4	6.98	5.9	-0.4	-5.7%	24	28	3 ▲	6.1	Teacher absence has reduced by 5.7% to 6.98 for 2017/18. The Scottish average has reduced slightly. ELC quartile position has improved from fourth to third.
CORP 6b Sickness Absence Days per Employee (non-teacher)	10.8	12.11	11.4	1.4	12.6%	24	13	3 ▲	10.8	Sickness absence for non-teachers has increased to 12.11%. This compares to a Scottish average of 11.4%. Our rank position has also declined from 13th to 24th. Following the implementation of new Managing Attendance policy, workshops were undertaken across all business units which may have increased the reporting of absence. Almost one third of all absences were as a result of mental ill health. A health promotion program has begun to raise awareness of mental ill health along with a comprehensive employee and manager training program. Also, flu absence increased, so we are offering flu jabs this year and signposting staff.


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CORP 7 Percentage of income due from Council Tax received by the end of the year	97.6	97.03 	96.0	-0.6	-0.6%	7	6	1 	96.4	Council tax collection of 97.03% derived by calculating the income received from council tax for the year of £48,526,688.64 and dividing this by the income due from council tax for the year, excluding reliefs and rebates of £50,013,659.26. These figures relate to council tax charges and payments only and exclude water and sewerage. The collection rate at end 2017/18 is slightly lower. A 3% increase was applied in 2017/18 and with an additional 787 new properties added to the valuation list. More intervention work is being carried out by the council tax team to ensure those affected by welfare reform are able to maintain payments. We are seeing a higher number of repayment arrangements which can extend beyond the current financial year.
CORP 8 Percentage of invoices sampled that were paid within 30 days	89.5	86.46	93.2	-3.1	-3.4%	27	23	4 	92.7	Payment of invoices on time has reduced to 86.46%. Rank position has declined to 27th place compared to other Councils.
CORP-ASSET1 % of operational buildings that are suitable for their current use	85.3	84.85 	81.0	-0.4	-0.5%	16	13	2 	87.4	

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CORP-ASSET2 % of internal floor area of operational buildings in satisfactory condition	84.1	92.80 ●	86.3	8.7	10.4%	12	20	2 ▲	89.2	<p>East Lothian has a high number of public buildings in relation to the size of the population. Proportion of internal floor area of operational buildings in satisfactory condition increased by 8.7% in 2017/18 and lies within quartile 2 (top 50% of councils) in terms of ranking. Condition surveys of ELC estate continue as part of a rolling programme</p> <p>New Build and Refurbishment will improve the condition of our Building Stock. However, ELC has over 200 Public Buildings to maintain. A greater percentage of our budget is being used for work required as part of statutory maintenance. For example, health and safety and statutory compliance work includes (but is not restricted to) structural works, external fabric works, legionella remedial works, asbestos works, mechanical and electrical safety works, fire risk assessment works and DDA compliance works.</p> <p>The new Asset Management Strategy sets out a long term plan for the Council's assets.</p>

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<b>Adult Care Services</b>										
SW1 Home Care Costs per Hour for people 65 or over	15.9	16.75 ●	23.8	0.8	5.2%	5	2	1 ●	24.6	
SW2 SDS spend on adults 18+ as a % of total social work spend on adults 18+	4.4	3.88	6.7	-0.5	-11.4%	21	15	3 ▲	4.4	SDS spend has reduced during 2017/18.
SW3a % of people aged 65 or over with long term care needs receiving personal care at home	63.5	63.94 ●	61.7	0.4	0.7%	19	15	3 ▲	65.7	
SW4a Percentage of adults receiving any care or support who rate it as excellent or good.	83.9	74.74	80.2	-9.1	-10.9%	31		4 ◆	79.3	Perception on the quality of care and support has reduced by 10.9% to 74.74
SW4b Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	92.4	74.89	80.0	-17.5	-18.9%	29		4 ◆	77.7	
SW5 Residential Care Costs per week per resident for people aged 65 or over	454.2	408.11	386.3	-46.0	-10.1%	16	25	2 ▲	433.3	Weekly residential care costs have reduced to 408.11. Rank position has moved from 25th to 16th



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<b>Environmental Services</b>										
ENV1a Net cost per Waste collection per premises	68.6	56.64 ●	66.0	-11.9	-17.4%	12	22	2 ▲	58.9	17/18 'recharge income from other services' is now being correctly split between the two indicators (ENV1a/2a) - more accurately reflecting both the competitive prices achieved on our disposal and treatment contracts and the efficiency savings made on the collection side of the business.
ENV2a Net cost per waste disposal per premises	66.5	72.46 ●	98.4	6.0	9.0%	3	1	1 ●	86.5	
ENV3a Net cost of street cleaning per 1,000 population	12217.2	12476.15 ●	15551.2	258.9	2.1%	17	14	3 ▲	11957.8	a slight cost increase has delivered a significant improvement in Cleanliness Score. Rank position has improved from 27th to 10th place.
ENV3c Street cleanliness score	91.1	94.49 ●	92.2	3.4	3.7%	10	27	2 ▲	94.5	Rank position has improved from 27th to 10th place.
ENV4a Cost of maintenance per kilometre of roads	11430.3	9469.37 ●	10546.6	-1961.0	-17.2%	14	17	2 ▲	10413.0	
ENV4b Percentage of A class roads that should be considered for maintenance treatment	29.4	29.27 ●	30.2	-0.1	-0.5%	22	22	3 ▲	29.7	
ENV4c Percentage of B class roads that should be considered for maintenance treatment	35.7	40.30	35.9	4.6	12.9%	27	22	4 ◆	39.7	
ENV4d Percentage of C class roads that should be considered for maintenance treatment	30.6	33.54 ●	36.2	3.0	9.7%	16	15	2 ▲	39.2	
ENV4e Percentage of unclassified roads that should be considered for maintenance treatment	31.7	33.11 ●	39.0	1.5	4.6%	9	6	2 ▲	35.1	
ENV5 Cost of trading standards and environmental health per 1,000 population	12608.8	11341.09 ●	21385.5	-1267.7	-10.1%	2	2	1 ●	18263.0	

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ENV5a Cost of Trading Standards, Money Advice & Citizen Advice per 1000	2085.2	1316.29 ●	5889.8	-768.9	-36.9%	1	2	1 ●	4885.9	Framework measure now includes cost of money advice and citizen advice. For East Lothian, the Trading Standard figure does not include CAB or money advice. The cost is those cost going through the Trading Standards cost centres plus their share of support charges and directorate costs. In 17/18 that totalled £210,000 a decrease of £62,000 on the 2016/17 total. The main reason for this appears to reduced staff costs of £51,000 between the two years, which was caused by vacant posts resulting in a significant underspend.
ENV5b Cost of Environmental Health per 1000 population	10523.7	10024.80 ●	15495.7	-498.9	-4.7%	4	6	1 ●	12357.1	
ENV6 % of total household waste arising that is recycled	51.8	53.12 ●	45.6	1.4	2.6%	13	13	2 ▲	55.2	
ENV7a % of adults satisfied with refuse collection	85.7	81.00 ●	78.7	-4.7	-5.4%	20	13	3 ▲	82.7	
ENV7b % of adults satisfied with street cleaning	84.7	82.67 ●	69.7	-2.0	-2.4%	1	1	1 ●	71.8	

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<b>Housing Services</b>										
HSN1b Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	9.4	9.28	6.7	-0.1	-0.8%	23	22	3 ▲	7.3	Gross rent arrears as a % of rent due for the reporting year is calculated by dividing the total value of gross rent arrears (rent and 'true' service charges) for current and former tenants of £2,508,914.79 by the total rent due for the year (rent and 'true' service charges) of £26,805,351.96 = 99.24%. We have seen a small improvement in performance for this indicator in 2017/18, when compared to the figure of 9.43% in 2016/17. The Scottish average will be affected as Scottish Councils go through the various stages of the Universal Credit Full Service rollout, so like for like comparisons are more difficult at this time. The Rent Collected indicator shows a significant improvement in overall rent collection in 2017/18. Averages for 2017/18 from Scotland's Housing Network are Local Authority 6.36%, Peer Group 7.47%.
HSN2 Percentage of rent due in the year that was lost due to voids	0.7	0.82 ●	0.89	0.1	10.2%	11	10	2 ▲	0.73	In context the total amount lost was £220,312. Void rent loss has a strong correlation with the number of re-let days. A project group has been established to review the voids policy and associated procedures with a view to further improving re-let times and associated void rent loss. This work will complete in 2019/20 financial year
HSN3 Percentage of dwellings meeting Scottish Housing Standards	96.0	96.62 ●	93.9	0.6	0.7%	12	13	2 ▲	95.9	ELC continuing to work with mutual owners to address remaining properties – predominantly around communal door entry systems. Rolling stock condition survey programme in place to continually monitor compliance with SHQS and target works accordingly. Projected compliance for 2018/19 is 97.31%

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HSN4b Average time taken (days) to complete non-emergency repairs	12.8	7.16 ●	7.5	-5.6	-43.9%	10	22	2 ▲	7.5	A review of the responsive repairs priority categories allied to a more rigid application of emergency categorisation from the start of 2017/18 has brought ELC non-emergency repairs turnaround below that of the Scottish LA average for the first time since the introduction of the social Housing Charter.
HSN5 Percentage of council dwellings that are energy efficient	94.3	96.55	97.2	2.2	2.4%	19	23	3 ▲	96.4	ELC continues to focus on energy efficiency measures for less efficient properties e.g. electric heating and a replacement of solid fuel systems as and when properties present. A rolling energy assessment programme is providing a more accurate representation of the energy efficiency of our stock to further inform improvement programmes. Future plans include installation of solar PV in conjunction with re-roofing programmes. Projected compliance for 2018/19 is 97.1%.

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<b>Economic development</b>										
ECON1 Percentage of Unemployed People Assisted into work from Council Funded/Operated Employability Programmes	4.8	3.05	14.4	-1.8	-36.9%	30	26	4 ◆	15.0	The service is carrying vacant posts, there are fewer staff to work with clients which has had a fundamental impact on service delivery and the number of clients being worked with. Those clients we are working with are further from the labour market and take longer to move into employment, or move into other positive destinations. These figures exclude all the pre-vocational and employability support for young people that ELW engages with as they are counted in school figures (only 16+ and non-school pupils are counted).
ECON2 Cost per application	2876.7	2536.16 ●	4819.3	-340.6	-11.8%	1	2	1 ●	4010.5	
ECON3 Average time per business and industry planning application (weeks)	12.4	10.71	9.3	-1.7	-13.8%	25	28	4 ◆	8.0	
ECON4 % of procurement spent on local enterprises	23.1	20.96	27.4	-2.1	-9.1%	22	18	3 ▲	20.4	
ECON5 No of business gateway start-ups per 10,000 population	21.7	19.55 ●	16.8	-2.2	-9.9%	12	7	2 ▲	19.3	
ECON6 Cost of Economic Development & Tourism per 1,000 Population	57963.3	59786.34 ●	91806.1	1823.0	3.1%	19	16	3 ▲	50832.8	New LGBF measure for 2017/18
ECON7 Proportion of people earning less than the living wage	22.8	19.30	18.4	-3.5	-15.4%	12	17	2 ▲	22.5	New LGBF measure for 2017/18
ECON8 Proportion of properties receiving superfast broadband	85.0	87.97	91.1	3.0	3.5%	20	19	3 ▲	90.2	New LGBF measure for 2017/18
ECON9 Town Vacancy Rates	5.6	6.11 ●	11.5	0.5	8.9%	2	3	1 ●	8.0	New LGBF measure for 2017/18
ECON10 Immediately available employment land as a % of total land allocated for employment purposes in the local development plan	0.0		40.8				30			New LGBF measure for 2017/18

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LGBF ID & Title	Previous Yr	Values	Scottish Average	Variation	% Variation	Overall Rank	Prev Yr Rank	Quartile	Group Median	LGBF Comments
Culture & leisure Services										
C&L1 Cost per attendance at sports facilities	3.4	3.19	2.7	-0.2	-5.9%	24	21	3 ▲	2.2	Cost per attendance for sport facilities has reduced to £3.19. Rank position has declined to 24th place. The Local Finance Return (LFR) includes the following budgets for this measure: leisure and recreation; sports development; active schools; and share of management costs. The additional cost of sports development and active schools budget at £755K, within the LFR, has inflated the true cost per attendance. The actual cost for East Lothian would be around £2.58 per visit.
C&L2 Cost per library visit	2.1	1.87 ●	2.1	-0.2	-9.9%	10	12	2 ▲	2.3	
C&L3 Cost of museums per visit	1.6	1.56 ●	3.5	0.0	-0.9%	5	5	1 ●	2.0	
C&L4 Cost of parks & open spaces per 1,000 population	25560.2	24170.16	19813.8	-1390.1	-5.4%	24	25	3 ▲	22338.2	
C&L5a % of adults satisfied with libraries	71.7	68.00	73.0	-3.7	-5.1%	28	26	4 ◆	76.8	Satisfaction with libraries has declined to 68% compared to a Scottish average of 73%. Rank position is now 28th place.
C&L5b % of adults satisfied with parks and open spaces	87.0	88.67 ●	85.7	1.7	1.9%	8	17	1 ●	88.2	Slight improvement in satisfaction with parks and open spaces. Rank position improved from 17th to 8th place
C&L5c % of adults satisfied with museums and galleries	63.0	61.67	70.0	-1.3	-2.1%	20	22	3 ▲	69.5	
C&L5d % of adults satisfied with leisure facilities	78.3	71.67	72.7	-6.7	-8.5%	22	12	3 ▲	74.2	

## Appendix 2 - LGBF Summary Report (Indicator Type)

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CHN19a,CHN20a & CHN20b: Previous Yr= 2 years

LGBF ID & Title	Previous Yr	Values	Scottish Average	Variation	% Variation	Overall Rank	Prev Yr Rank	Quartile	Group Median	LGBF Comments
Cost										
C&L1 Cost per attendance at sports facilities	3.4	3.19	2.7	-0.2	-5.9%	24	21	3 ▲	2.2	Cost per attendance for sport facilities has reduced to £3.19. Rank position has declined to 24th place. The Local Finance Return (LFR) includes the following budgets for this measure: leisure and recreation; sports development; active schools; and share of management costs. The additional cost of sports development and active schools budget at £755K, within the LFR, has inflated the true cost per attendance. The actual cost for East Lothian would be around £2.58 per visit.
C&L2 Cost per library visit	2.1	1.87 ●	2.1	-0.2	-9.9%	10	12	2 ▲	2.3	
C&L3 Cost of museums per visit	1.6	1.56 ●	3.5	0.0	-0.9%	5	5	1 ●	2.0	
C&L4 Cost of parks & open spaces per 1,000 population	25560.2	24170.16	19813.8	-1390.1	-5.4%	24	25	3 ▲	22338.2	
CHN1 Cost Per Primary School Pupil	4409.6	4518.97 ●	4974.4	109.3	2.5%	4	4	1 ●	5100.3	Number of primary pupils has increased by 48 to 8,540. Costs have increased compared to the previous year by 2.5% per pupil. Costs are within the top 25% of the Benchmarking Group and below the Scottish average.
CHN2 Cost per Secondary School Pupil	6376.3	6241.94 ●	6879.5	-134.3	-2.1%	2	3	1 ●	6891.1	Real term costs have reduced by 2.1% to 6241.9 per secondary school pupil. Costs are below the Scottish average.
CHN3 Cost per Pre-School Education place	3310.7	3477.45 ●	4463.3	166.8	5.0%	5	4	1 ●	3922.0	Number of places reduced by 83 to 1,885 for 2017/18. Costs have increased against the previous year by 5.0% to £3,477.5 per registration place. Costs are within the top 25% of the Benchmarking Group and below the Scottish average.
CHN8a The Gross Cost of "Children Looked After" in Residential based services per Child per Week	2563.0						5			Results released in March


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CHN19a,CHN20a & CHN20b: Previous Yr= 2 years

LGBF ID & Title	Previous Yr	Values	Scottish Average	Variation	% Variation	Overall Rank	Prev Yr Rank	Quartile	Group Median	LGBF Comments
CHN8b The Gross Cost of "Children Looked After" in a community setting per Child per Week	233.6						11			Results released in March



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CORP 1 Support services as a % of Total Gross expenditure	5.1	5.78	4.5	0.7	12.7%	28	20	4 ◆	4.5	Unified Business Support is now classed as part of the costs of Central Support Services within the LFR return. As a result, ELC rank position is now 28th.
CORP 4 The cost per dwelling of collecting council tax	10.4	8.65	7.4	-1.8	-17.2%	23	23	3 ▲	7.2	The cost of collection is calculated by dividing the annual cost of the service by the number of domestic properties. The number of domestic properties increased by 1.7% in-year to 47,791. The cost of providing the service reduced in-year to £413,214.41. The main reasons for reduction in costs were due to a realignment of management costs within the Service and the system related costs in 2017/18 were lower than expected due to a credit being applied for a refund of costs that was actually due in 2016/17, but not received from the Scottish Government until the new financial year.
ECON2 Cost per application	2876.7	2536.16 ●	4819.3	-340.6	-11.8%	1	2	1 ●	4010.5	
ENV1a Net cost per Waste collection per premises	68.6	56.64 ●	66.0	-11.9	-17.4%	12	22	2 ▲	58.9	17/18 'recharge income from other services' is now being correctly split between the two indicators (ENV1a/2a) - more accurately reflecting both the competitive prices achieved on our disposal and treatment contracts and the efficiency savings made on the collection side of the business.
ECON6 Cost of Economic Development & Tourism per 1,000 Population	57963.3	59786.34 ●	91806.1	1823.0	3.1%	19	16	3 ▲	50832.8	New LGBF measure for 2017/18
ENV2a Net cost per waste disposal per premises	66.5	72.46 ●	98.4	6.0	9.0%	3	1	1 ●	86.5	
ENV3a Net cost of street cleaning per 1,000 population	12217.2	12476.15 ●	15551.2	258.9	2.1%	17	14	3 ▲	11957.8	a slight cost increase has delivered a significant improvement in Cleanliness Score. Rank position has improved from 27th to 10th place.
ENV4a Cost of maintenance per kilometre of roads	11430.3	9469.37 ●	10546.6	-1961.0	-17.2%	14	17	2 ▲	10413.0	


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LGBF ID & Title	Previous Yr	Values	Scottish Average	Variation	% Variation	Overall Rank	Prev Yr Rank	Quartile	Group Median	LGBF Comments
ENV5 Cost of trading standards and environmental health per 1,000 population	12608.8	11341.09 	21385.5	-1267.7	-10.1%	2	2	1 	18263.0	
ENV5a Cost of Trading Standards, Money Advice & Citizen Advice per 1000	2085.2	1316.29 	5889.8	-768.9	-36.9%	1	2	1 	4885.9	Framework measure now includes cost of money advice and citizen advice. For East Lothian, the Trading Standard figure does not include CAB or money advice. The cost is those cost going through the Trading Standards cost centres plus their share of support charges and directorate costs. In 17/18 that totalled £210,000 a decrease of £62,000 on the 2016/17 total. The main reason for this appears to reduced staff costs of £51,000 between the two years, which was caused by vacant posts resulting in a significant underspend.
ENV5b Cost of Environmental Health per 1000 population	10523.7	10024.80 	15495.7	-498.9	-4.7%	4	6	1 	12357.1	
SW1 Home Care Costs per Hour for people 65 or over	15.9	16.75 	23.8	0.8	5.2%	5	2	1 	24.6	
SW5 Residential Care Costs per week per resident for people aged 65 or over	454.2	408.11	386.3	-46.0	-10.1%	16	25	2 	433.3	Weekly residential care costs have reduced to 408.11. Rank position has moved from 25th to 16th

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CHN19a,CHN20a & CHN20b: Previous Yr= 2 years

LGBF ID & Title	Previous Yr	Values	Scottish Average	Variation	% Variation	Overall Rank	Prev Yr Rank	Quartile	Group Median	LGBF Comments
<b>Performance</b>										
CHN4 % of Pupils Gaining 5+ Awards at Level 5	60.0	64.00 ●	62.0	4.0	6.7%	13	19	2 ▲	62.5	The % of pupils gaining 5+ Awards at Level 5 increased by 4% in 2017/18. In line with the principles of Curriculum for Excellence, East Lothian's secondary schools plan flexible S4-S6 senior phase pathways, which include studying for qualifications over S4/S5. This measure does not reflect the different curriculum and presentation models operating in our schools. In particular Preston Lodge High School.
CHN5 % of Pupils Gaining 5+ Awards at Level 6	35.0	36.00 ●	34.0	1.0	2.9%	9	11	2 ▲	32.5	The % of pupils achieving increased by 1% in 2017/18 resulting in a slight increase in rank by 2 places to 9th (quartile 2), above the Scottish average and Family Group median.
CHN6 % pupils in lowest 20% SIMD achieving 5 or more awards at SCQF Level 5 or higher	35.0	31.00	42.0	-4.0	-11.4%	25	24	4 ◆	37.0	The % of pupils achieving decreased by 4% to 31% in 2017/18 with the authority placing the 25th highest in Scotland. It is important to note that the number of pupils in SIMD Quintile 1 in East Lothian is typically very small (less than 5% of the cohort). This SIMD group population is significantly smaller than any other SIMD Quintile group population. Due to the size of this population, the percentage achieving is susceptible to more fluctuation over time. In line with the principles of Curriculum for Excellence, East Lothian's secondary schools plan flexible S4-S6 senior phase pathways, which include studying for qualifications over S4/S5. This measure does not reflect the different curriculum and presentation models operating in our schools. In particular Preston Lodge High School.
CHN7 % pupils in lowest 20% SIMD achieving 5 or more awards at SCQF Level 6 or higher	12.0		16.0				20			Low sample numbers which could identify an individual create a null value for this measure.
CHN9 Balance of Care for 'looked after children': % of children being looked after in the community	90.1						11			Results released in March


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LGBF ID & Title	Previous Yr	Values	Scottish Average	Variation	% Variation	Overall Rank	Prev Yr Rank	Quartile	Group Median	LGBF Comments
CHN11 Proportion of pupils entering positive destinations	94.0						17			Results released in March
CHN12a Overall Average Total Tariff	923.3	923.95 	891.4	0.7	0.1%	11	10	2 	870.3	The Overall Average Total Tariff score for East Lothian in 2017/18 remains in line with the previous year at 923.95, above the Scottish average and Family Group median.
CHN12b Average Total Tariff SIMD Quintile 1	507.0	488.00	618.0	-19.0	-3.7%	26	25	4 	573.5	The average total tariff for East Lothian pupils in SIMD 1 dropped slightly on the previous year with the authority placing the 26th highest in Scotland. It is important to note that the number of pupils in SIMD Quintile 1 in East Lothian is typically very small (less than 5% of the cohort). This SIMD group population is significantly smaller than any other SIMD Quintile group population with approx. 24% of the cohort in SIMD Quintile 5. Due to the size of this population, the average tariff score in SIMD Quintile 1 and the gap between those in SIMD Quintile 5 is susceptible to more fluctuation over time. All schools have put in place improvement plans to improve attainment and reduce the attainment gap.
CHN12c Average Total Tariff SIMD Quintile 2	700.0	725.00	750.0	25.0	3.6%	19	23	3 	700.0	The average total tariff for East Lothian pupils in SIMD 2 increased slightly resulting in an increase in rank by 4 places to 19th (quartile 3), above the Family Group median and below the Scottish average. All schools have put in place improvement plans to improve attainment and reduce the attainment gap.
CHN12d Average Total Tariff SIMD Quintile 3	859.0	889.00	896.0	30.0	3.5%	17	23	3 	865.0	The average total tariff for East Lothian pupils in SIMD 3 increased slightly resulting in an increase in rank by 6 places to 17th (quartile 3), above the Family Group median and below the Scottish average. All schools have put in place improvement plans to improve attainment and reduce the attainment gap.


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LGBF ID & Title	Previous Yr	Values	Scottish Average	Variation	% Variation	Overall Rank	Prev Yr Rank	Quartile	Group Median	LGBF Comments
CHN12e Average Total Tariff SIMD Quintile 4	966.0	1004.00	1016.0	38.0	3.9%	18	19	3 	974.5	The average total tariff for East Lothian pupils in SIMD 4 increased slightly resulting in an increase in rank by 1 place to 18th (quartile 3), above the Family Group median and below the Scottish average. All schools have put in place improvement plans to improve attainment and reduce the attainment gap.
CHN12f Average Total Tariff SIMD Quintile 5	1279.0	1176.00	1221.0	-103.0	-8.1%	16	6	2 	1134.5	In SIMD Quintile 5 (least deprived 20% areas) the average total tariff score decreased for the first time since 2011/12 with East Lothian being placed the 16th highest score in Scotland in 2017/18, above the Family Group median and below the Scottish average. All schools have put in place improvement plans to improve attainment and reduce the attainment gap.
CHN17 Percentage of children meeting developmental milestones	76.2						9			Results released in March
CHN18 % of funded early years provision which is graded good/better	88.9	82.76	91.0	-6.1	-6.9%	29	25	4 	88.4	East Lothian's rating decreased by 6.1% to 82.3% in 2017/18 with the authority placing the 29th highest in Scotland. The number of funded East Lothian establishments, local authority and partner providers included in this measure influences the percentage evaluated as good or better year on year. In 2017/18, four 'over 3s' and 9 'under 3s' establishments did not meet the criteria to be considered as good or better across all four quality indicator themes. The measure takes into account the lowest quality theme evaluation regardless of whether that theme was inspected in 2017/18 or not. As a result, establishments may have improved since a previous inspection evaluation or change in inspection framework but the measure does not take this into account.
CHN19a % rate of school attendance	93.9	93.70 	93.3	-0.2	-0.2%	12		2 	93.7	The attendance data is published every second year by the Scottish Government. The next update will be available in 2018/19. The values reported are for 2016/18


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CHN19a,CHN20a & CHN20b: Previous Yr= 2 years

LGBF ID & Title	Previous Yr	Values	Scottish Average	Variation	% Variation	Overall Rank	Prev Yr Rank	Quartile	Group Median	LGBF Comments
CHN19b % school attendance for 'Looked After Children'	91.4	89.42	91.0	-2.0	-2.1%	26		4 	91.2	The attendance data is published every second year by the Scottish Government. The next update will be available in 2018/19. The values reported are for 2016/18
CHN20a school exclusion rate per 1000 pupils	35.9	34.14	26.8	-1.8	-4.9%	25		4 	22.6	The exclusions data is published every second year by the Scottish Government. The next update will be available in 2018/19. The values reported are for 2016/18.  The authority recognises the higher than national average exclusion rate. A multi-agency, cross-service working group has been established to co-ordinate early intervention and prevention strategies. The implementation of new approaches highlighted within the new Included Engaged and Involved policy will also support a reduction in exclusions which are being rigorously tracked and monitored
CHN20b school exclusion rate per 1000 'looked after children'	133.3	111.57	79.9	-21.8	-16.3%	22		3 	108.8	The exclusions data is published every second year by the Scottish Government. The next update will be available in 2018/19. The values reported are for 2016/18
CHN21 Participation Rates for 16-19 year olds	93.1	94.70 	91.8	1.6	1.7%	6	9	1 	94.0	Participation rates improved again in 2017/18 with East Lothian's rank increasing by 3 places to 6th place. East Lothian's participation rate is within the top 25% of the Benchmarking Group, above the Scottish average and Family Group median.
CHN22 % of child protection re-registrations within 18 months	6.5						14			Results released in March
CHN23 Percentage of looked after children with more than 1 placement in the last year (Aug-July)	19.0						11			Results released in March
CORP 3b The percentage of the highest paid 5% of employees who are women	52.7	53.88	54.6	1.2	2.2%	16	14	2 	54.4	
CORP 3c The gender pay gap	1.8	1.95 	3.9	0.2	8.9%	12	9	2 	1.8	ELC gender pay gap is 1.95. There has been a slight decline in rank. Overall, ELC is lower than the Scottish average rate of 3.9.


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CORP 6a Sickness Absence Days per Teacher	7.4	6.98	5.9	-0.4	-5.7%	24	28	3 	6.1	Teacher absence has reduced by 5.7% to 6.98 for 2017/18. The Scottish average has reduced slightly. ELC quartile position has improved from fourth to third.
CORP 6b Sickness Absence Days per Employee (non-teacher)	10.8	12.11	11.4	1.4	12.6%	24	13	3 	10.8	Sickness absence for non-teachers has increased to 12.11%. This compares to a Scottish average of 11.4%. Our rank position has also declined from 13th to 24th. Following the implementation of new Managing Attendance policy, workshops were undertaken across all business units which may have increased the reporting of absence. Almost one third of all absences were as a result of mental ill health. A health promotion program has begun to raise awareness of mental ill health along with a comprehensive employee and manager training program. Also, flu absence increased, so we are offering flu jabs this year and signposting staff.
CORP 7 Percentage of income due from Council Tax received by the end of the year	97.6	97.03 	96.0	-0.6	-0.6%	7	6	1 	96.4	Council tax collection of 97.03% derived by calculating the income received from council tax for the year of £48,526,688.64 and dividing this by the income due from council tax for the year, excluding reliefs and rebates of £50,013,659.26. These figures relate to council tax charges and payments only and exclude water and sewerage. The collection rate at end 2017/18 is slightly lower. A 3% increase was applied in 2017/18 and with an additional 787 new properties added to the valuation list. More intervention work is being carried out by the council tax team to ensure those affected by welfare reform are able to maintain payments. We are seeing a higher number of repayment arrangements which can extend beyond the current financial year.
CORP 8 Percentage of invoices sampled that were paid within 30 days	89.5	86.46	93.2	-3.1	-3.4%	27	23	4 	92.7	Payment of invoices on time has reduced to 86.46%. Rank position has declined to 27th place compared to other Councils.


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CORP-ASSET1 % of operational buildings that are suitable for their current use	85.3	84.85 	81.0	-0.4	-0.5%	16	13	2 	87.4	
CORP-ASSET2 % of internal floor area of operational buildings in satisfactory condition	84.1	92.80 	86.3	8.7	10.4%	12	20	2 	89.2	<p>East Lothian has a high number of public buildings in relation to the size of the population. Proportion of internal floor area of operational buildings in satisfactory condition increased by 8.7% in 2017/18 and lies within quartile 2 (top 50% of councils) in terms of ranking. Condition surveys of ELC estate continue as part of a rolling programme</p> <p>New Build and Refurbishment will improve the condition of our Building Stock. However, ELC has over 200 Public Buildings to maintain. A greater percentage of our budget is being used for work required as part of statutory maintenance. For example, health and safety and statutory compliance work includes (but is not restricted to) structural works, external fabric works, legionella remedial works, asbestos works, mechanical and electrical safety works, fire risk assessment works and DDA compliance works.</p> <p>The new Asset Management Strategy sets out a long term plan for the Council's assets.</p>




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LGBF ID & Title	Previous Yr	Values	Scottish Average	Variation	% Variation	Overall Rank	Prev Yr Rank	Quartile	Group Median	LGBF Comments
ECON1 Percentage of Unemployed People Assisted into work from Council Funded/Operated Employability Programmes	4.8	3.05	14.4	-1.8	-36.9%	30	26	4 	15.0	The service is carrying vacant posts, there are fewer staff to work with clients which has had a fundamental impact on service delivery and the number of clients being worked with. Those clients we are working with are further from the labour market and take longer to move into employment, or move into other positive destinations. These figures exclude all the pre-vocational and employability support for young people that ELW engages with as they are counted in school figures (only 16+ and non-school pupils are counted).
ECON3 Average time per business and industry planning application (weeks)	12.4	10.71	9.3	-1.7	-13.8%	25	28	4 	8.0	
ECON4 % of procurement spent on local enterprises	23.1	20.96	27.4	-2.1	-9.1%	22	18	3 	20.4	
ECON5 No of business gateway start-ups per 10,000 population	21.7	19.55 	16.8	-2.2	-9.9%	12	7	2 	19.3	
ECON7 Proportion of people earning less than the living wage	22.8	19.30	18.4	-3.5	-15.4%	12	17	2 	22.5	New LGBF measure for 2017/18
ECON8 Proportion of properties receiving superfast broadband	85.0	87.97	91.1	3.0	3.5%	20	19	3 	90.2	New LGBF measure for 2017/18
ECON9 Town Vacancy Rates	5.6	6.11 	11.5	0.5	8.9%	2	3	1 	8.0	New LGBF measure for 2017/18
ECON10 Immediately available employment land as a % of total land allocated for employment purposes in the local development plan	0.0		40.8				30			New LGBF measure for 2017/18


Fiscal_YR	2017/18
Local Authority	East Lothian


### Key to Icons


#### Values

 = Better than the Scottish Average (Profile based)

#### Quartile

 = Quartile 1 within top 8 (25%) of Councils

 = Quartile 2 within top 16 (50%) of Councils













 = Quartile 3 within the lower 16 (50%) of Councils

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(Profile based : Cost KPIs & specific performance KPIs: CHN20a CHN20b CHN22 CHN23 CORP 1 CORP 3c CORP 6a CORP 6b SW1 ENV4b ENV4c ENV4d ENV4e HSN1b HSN2 HSN4b Econ3= **lower is better**;

All other Performance & Satisfaction KPIs = **Higher is better**)

CHN19a,CHN20a & CHN20b: Previous Yr= 2 years

LGBF ID & Title	Previous Yr	Values	Scottish Average	Variation	% Variation	Overall Rank	Prev Yr Rank	Quartile	Group Median	LGBF Comments
ENV3c Street cleanliness score	91.1	94.49 	92.2	3.4	3.7%	10	27	2 	94.5	Rank position has improved from 27th to 10th place.
ENV4b Percentage of A class roads that should be considered for maintenance treatment	29.4	29.27 	30.2	-0.1	-0.5%	22	22	3 	29.7	
ENV4c Percentage of B class roads that should be considered for maintenance treatment	35.7	40.30	35.9	4.6	12.9%	27	22	4 	39.7	
ENV4d Percentage of C class roads that should be considered for maintenance treatment	30.6	33.54 	36.2	3.0	9.7%	16	15	2 	39.2	
ENV4e Percentage of unclassified roads that should be considered for maintenance treatment	31.7	33.11 	39.0	1.5	4.6%	9	6	2 	35.1	
ENV6 % of total household waste arising that is recycled	51.8	53.12 	45.6	1.4	2.6%	13	13	2 	55.2	
HSN1b Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	9.4	9.28	6.7	-0.1	-0.8%	23	22	3 	7.3	Gross rent arrears as a % of rent due for the reporting year is calculated by dividing the total value of gross rent arrears (rent and 'true' service charges) for current and former tenants of £2,508,914.79 by the total rent due for the year (rent and 'true' service charges) of £26,805,351.96 = 99.24%. We have seen a small improvement in performance for this indicator in 2017/18, when compared to the figure of 9.43% in 2016/17. The Scottish average will be affected as Scottish Councils go through the various stages of the Universal Credit Full Service rollout, so like for like comparisons are more difficult at this time. The Rent Collected indicator shows a significant improvement in overall rent collection in 2017/18. Averages for 2017/18 from Scotland's Housing Network are Local Authority 6.36%, Peer Group 7.47%.


Fiscal_YR	2017/18
Local Authority	East Lothian


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








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CHN19a,CHN20a & CHN20b: Previous Yr= 2 years

LGBF ID & Title	Previous Yr	Values	Scottish Average	Variation	% Variation	Overall Rank	Prev Yr Rank	Quartile	Group Median	LGBF Comments
HSN2 Percentage of rent due in the year that was lost due to voids	0.7	0.82 	0.9	0.1	10.2%	11	10	2 	0.7	In context the total amount lost was £220,312. Void rent loss has a strong correlation with the number of re-let days. A project group has been established to review the voids policy and associated procedures with a view to further improving re-let times and associated void rent loss. This work will complete in 2019/20 financial year
HSN3 Percentage of dwellings meeting Scottish Housing Standards	96.0	96.62 	93.9	0.6	0.7%	12	13	2 	95.9	ELC continuing to work with mutual owners to address remaining properties – predominantly around communal door entry systems. Rolling stock condition survey programme in place to continually monitor compliance with SHQS and target works accordingly. Projected compliance for 2018/19 is 97.31%
HSN4b Average time taken (days) to complete non-emergency repairs	12.8	7.16 	7.5	-5.6	-43.9%	10	22	2 	7.5	A review of the responsive repairs priority categories allied to a more rigid application of emergency categorisation from the start of 2017/18 has brought ELC non-emergency repairs turnaround below that of the Scottish LA average for the first time since the introduction of the social Housing Charter.
HSN5 Percentage of council dwellings that are energy efficient	94.3	96.55	97.2	2.2	2.4%	19	23	3 	96.4	ELC continues to focus on energy efficiency measures for less efficient properties e.g. electric heating and a replacement of solid fuel systems as and when properties present. A rolling energy assessment programme is providing a more accurate representation of the energy efficiency of our stock to further inform improvement programmes. Future plans include installation of solar PV in conjunction with re-roofing programmes. Projected compliance for 2018/19 is 97.1%.
SW2 SDS spend on adults 18+ as a % of total social work spend on adults 18+	4.4	3.88	6.7	-0.5	-11.4%	21	15	3 	4.4	SDS spend has reduced during 2017/18.
SW3a % of people aged 65 or over with long term care needs receiving personal care at home	63.5	63.94 	61.7	0.4	0.7%	19	15	3 	65.7	

Fiscal_YR	2017/18
Local Authority	East Lothian

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CHN19a,CHN20a & CHN20b: Previous Yr= 2 years

LGBF ID & Title	Previous Yr	Values	Scottish Average	Variation	% Variation	Overall Rank	Prev Yr Rank	Quartile	Group Median	LGBF Comments
<b>Satisfaction</b>										
C&L5a % of adults satisfied with libraries	71.7	68.00	73.0	-3.7	-5.1%	28	26	4 ◆	76.8	Satisfaction with libraries has declined to 68% compared to a Scottish average of 73%. Rank position is now 28th place.
C&L5b % of adults satisfied with parks and open spaces	87.0	88.67 ●	85.7	1.7	1.9%	8	17	1 ●	88.2	Slight improvement in satisfaction with parks and open spaces. Rank position improved from 17th to 8th place
C&L5c % of adults satisfied with museums and galleries	63.0	61.67	70.0	-1.3	-2.1%	20	22	3 ▲	69.5	
C&L5d % of adults satisfied with leisure facilities	78.3	71.67	72.7	-6.7	-8.5%	22	12	3 ▲	74.2	
CHN10 % of adults satisfied with local schools	80.0	73.67 ●	72.3	-6.3	-7.9%	21	15	3 ▲	76.7	A drop in values from 80% last year to 74% in 2017/18. ELC is higher than the Scottish average and below the family group median. Please note, this indicator is taken from the Scottish Household Survey, which has a small sample size and low confidence levels for East Lothian.
ENV7a % of adults satisfied with refuse collection	85.7	81.00 ●	78.7	-4.7	-5.4%	20	13	3 ▲	82.7	
ENV7b % of adults satisfied with street cleaning	84.7	82.67 ●	69.7	-2.0	-2.4%	1	1	1 ●	71.8	
SW4a Percentage of adults receiving any care or support who rate it as excellent or good.	83.9	74.74	80.2	-9.1	-10.9%	31		4 ◆	79.3	Perception on the quality of care and support has reduced by 10.9% to 74.74
SW4b Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	92.4	74.89	80.0	-17.5	-18.9%	29		4 ◆	77.7	

**REPORT TO:** Policy and Performance Review Committee

**MEETING DATE:** 27 February 2019

**BY:** Chief Social Work Officer

**SUBJECT:** East Lothian and Midlothian Public Protection  
Committee Annual Report 2017-18

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**4**

**1 PURPOSE**

- 1.1 This report introduces the East Lothian and Midlothian Public Protection Committee (EMPPC) Annual Report 2017-18.

**2 RECOMMENDATIONS**

- 2.1 The Policy and Performance Review Committee is asked to note the contents of the attached report and to comment as considered necessary.

**3 BACKGROUND**

- 3.1 This annual report outlines some of the core work of the EMPPC and achievements during the 2017-18 reporting year; as well as identified areas of priority for the current year.
- 3.2 The annual report was agreed by the EMPPC on 25 September 2018 and by the East Lothian and Midlothian Critical Services Oversight Group on 23 October 2018.

**4 POLICY IMPLICATIONS**

- 4.1 This report does not generate any known additional policy implications.

**5 INTEGRATED IMPACT ASSESSMENT**

- 5.1 An Integrated Impact Assessment is not required with reference to the subject matter of this report.

## **6 RESOURCE IMPLICATIONS**

- 6.1 Financial – This report in does not generate any additional financial implications.
- 6.2 Personnel – This report in does not generate any additional personnel implications.
- 6.3 Other – This report in does not generate any other known implications.

## **7 BACKGROUND PAPERS**

- 7.1 East Lothian and Midlothian Public Protection Committee Annual Report 2017-18

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<b>DATE</b>	7 February 2019



**East Lothian and Midlothian  
Public Protection Committee**

**Annual Report 2017-2018**

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## Foreword from the Chair

The East Lothian and Midlothian Public Protection Committee (EMPPC) was formed in 2014; bringing together the Adult Protection Committee, Child Protection Committee, Offender Management Group and Violence Against Women Partnership.

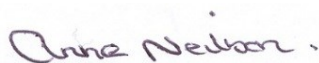
I am pleased to present the Committee's fourth annual report, which outlines some of the core work of the committee and achievements during the 2017-18 reporting year; as well as our identified areas of priority for the current year.

Public Protection includes the most high profile services for which the core agencies of Midlothian Council, East Lothian Council, NHS Lothian and Police Scotland have statutory responsibility. EMPPC was created in the knowledge that many forms of harm co-occur and cannot be tackled in isolation, for example, substance misuse and domestic abuse feature heavily as forms of harm to both children and adults and can lead to additional harm such as neglect.

Strong collaborative leadership and governance arrangements are in place through the East Lothian and Midlothian Critical Services Oversight Group, which incorporates the Chief Executives and Chief Officers from all partner agencies.

As a committee, EMPPC meet quarterly to fulfil its scrutiny role in overseeing the Public Protection performance framework and the revised Public Protection Improvement Plan; encompassing Adult Support and Protection, Child Protection, Offender Management and Violence Against Women and Girls.

Working in partnership is at the heart of all we do in Public Protection. I would like to thank all members of EMPPC, its sub groups and our operational staff, for their continued commitment and energy in working together to keep people at risk of harm in East Lothian and Midlothian safer.



Anne Neilson  
Director of Public Protection, NHS Lothian  
Chair, East Lothian and Midlothian Public Protection Committee

## Introduction

The East Lothian and Midlothian Public Protection Committee is a strategic partnership, bringing together responsibility for our inter-agency approach to Adult Support and Protection; Child Protection; Violence Against Women and Girls; and Offender Management. The core functions of the committee are supported by five sub-groups:

- **Performance and Quality Improvement** sub-group, which is responsible for the oversight and governance of the performance framework and improvement plan.
- **Learning and Practice Development** sub-group, which oversees the development and delivery of the Learning and Development strategy.
- **Communications** sub-group, which has been re-established to fulfil the functions related to officer and public awareness as per the Adult Support and Protection (Scotland) Act 2007 and the National Guidance for Child Protection in Scotland (2014).
- **Violence Against Women** Delivery sub-group, which supports the delivery of services and preventative activities to address Violence Against Women and Girls.
- **Offender Management** Group, which ensures that the statutory responsibilities placed on local partner agencies for the assessment and management of risk posed by dangerous offenders are discharged effectively.

The Committee and sub-groups are supported by the East Lothian and Midlothian Public Protection Office (EMPPPO). The office is sited in the Brunton Hall, Musselburgh, with a Public Protection team comprising of a Team Manager, Business Support Staff, Learning and Development Co-ordinator, Lead Officer for Child Protection, Lead Officer for Adult Support and Protection; Violence Against Women Co-ordinator, MARAC Co-ordinator and Domestic Abuse Advisors. The Domestic Abuse Service is the operational component of the team, providing support and guidance to high-risk victims of gender-based violence.

The Public Protection team is collocated with the Police Scotland 'J division' Domestic Abuse Investigation Unit, other Police Public Protection Unit personnel and the Midlothian and East Lothian Drug and Alcohol Partnership (MELDAP). Although not co-located with NHS personnel, there is a close interface with members of the NHS Lothian Public Protection Team and other NHS Lothian staff with a broader Public Protection remit.

## Adult Support and Protection

The Adult Support and Protection (Scotland) Act 2007 is in its tenth year following implementation. This was marked with the introduction of an annual National Adult Support and Protection Day on 20<sup>th</sup> February, which was supported by Social Work Scotland.

Adult Support and Protection has had its first thematic inspection led by the Care Inspectorate and in collaboration with Her Majesty's Inspectorate of Constabulary for Scotland. The thematic inspection focused on six partnership areas across Scotland. Midlothian Health and Social Care Partnership were inspected as part of this thematic inspection and evaluated as follows:

- Outcomes for adults at risk of harm were **Good**
- Key Processes for adult support and protection were **Good**
- Leadership for adult support and protection was **Very Good**

A copy of the full inspection report can be accessed on the [Care Inspectorate website](#).

### Key Data

#### Referrals

East Lothian Health and Social Care partnership (ELHSCP) have reported a 49% (530 to 791) increase in the number of Adult Support and Protection referrals received at the end of the reporting year. The primary source of referrals to the partnership are logged as "other" having submitted 265 Adult Support and Protection referrals in 2017-18, an increase of 139% on the previous year (111).

Midlothian Health and Social Care Partnership (MHSCP) have reported a 1% (681 to 690) increase in the number of Adult Support and Protection referrals received at the end of the reporting year. The primary source of referrals to the partnership is Police Scotland, with 201 Adult Support and Protection referrals submitted during 2017-2018; a reduction of 27% on the previous year (277).

#### Investigations

ELHSCP have reported a 24% (148 to 112) decrease in the number of investigations completed at the end of the fiscal year. The reported increase in the number of Adult Support and Protection referrals does not appear to have had any direct impact on the number of investigations undertaken.

East Lothian:

Measure	2014/15	2015/16	2016/17	2017/18
Referrals	427	493	530	791
Investigations	125	69	148	112
Initial ASP Case Conferences	24	15	21	12
Protection orders	<10	<10	<10	<10
Number of Large Scale Investigations	<10	<10	<10	<10

Midlothian:

Measure	2014/15	2015/16	2016/17	2017/18
Referrals	452	501	681	690
Investigations	94	129	82	87
Initial ASP Case Conferences	30	24	36	35
Protection orders	<10	<10	<10	<10
Number of Large Scale Investigations	<10	<10	<10	<10

## Current Themes

### Financial Harm

Financial Harm is the main type of principal harm investigated nationally and is defined as:

*“The risk of experiencing or the actual experiencing of financial or material abuse, including theft, fraud, exploitation, pressure in connection with wills, property or inheritance or financial transactions, or the misuse or misappropriation of property possessions or benefits”.*

(National Harm Prevention Group (Scotland), 2015)

The principal type of harm investigated in East Lothian is Financial Harm 28% (31/112). This type of harm takes many forms and includes a wide range of scams such as online scams, dating scams, fraud and bogus workmen.

Financial Harm is the second largest type of harm reported by MHSCP 2017-2018 with 21/87 (24%) of cases investigated by a Council Officer.

The investigation into Financial Harm involves sharing information with Health, Police and where relevant, Trading Standards depending on the type of Financial Harm experienced by the adult. Financial Harm is complex and diverse in nature and ranges from opportunistic Financial Harm to subtle, ongoing complex targeting and repeat victimisation. It is often associated with older adults, however Financial Harm is wide reaching and covers all client groups.

A number of national initiatives between Police Scotland, Trading Standards and the Banking Sector have been rolled out locally to raise awareness of Financial Harm within our communities. These events have been supported by EMPPC through the attendance of the Lead Officer at these events, defining the links between Financial Harm and Adult Support and Protection.

EMPPC are dedicated to reducing the risk of Financial Harm through awareness raising and have developed [Practitioners Guidance on Financial Harm](#), supported by a LearnPro module; both of which are available to multi-agency staff.

In response to the number of investigations into Financial Harm during 2017-18, EMPPC are hosting three public events across both local authority areas in February 2019 to coincide with the National Adult Support and Protection day. The aim of these events is to raise awareness of Financial Harm and of the wider Adult Support and Protection agenda with members of the public, as well as demonstrating a partnership response to the various types of harm experienced by adults.

### Physical Harm

MHSCP have reported a 6% (82/87) increase in the number of Investigations undertaken in 2017-2018. The main type of principle harm investigated is physical harm 26% (23/87).

In all investigations into physical harm information is shared with health and police through an Inter-agency Referral Discussion (IRD). This process determines, the lead agency, identifies the risk and what proportionate action should be taken relative to the risk and the adults level of vulnerability.

Where it is considered that there is a risk of serious harm, the local authority must consider the use of a Protection Order. Within the Adult Support and Protection (Scotland) Act 2007, there are three Protection Orders: Assessment Order, Removal Order and a Banning Order; the latter can also have Powers of Arrest attached. Both local authorities have successfully applied for Banning Orders with Powers of Arrest during 2017-2018.

### Large Scale Investigations

EMPPC continue to support Care Homes and Care at Home providers contracted to deliver services to the most vulnerable people living within our communities and in partnership with the Care Inspectorate.

EMPPC have jointly delivered training on *Train the Trainers* to Care Home Managers and Care at Home Managers providing ongoing Adult Support and Protection training to their staff teams.

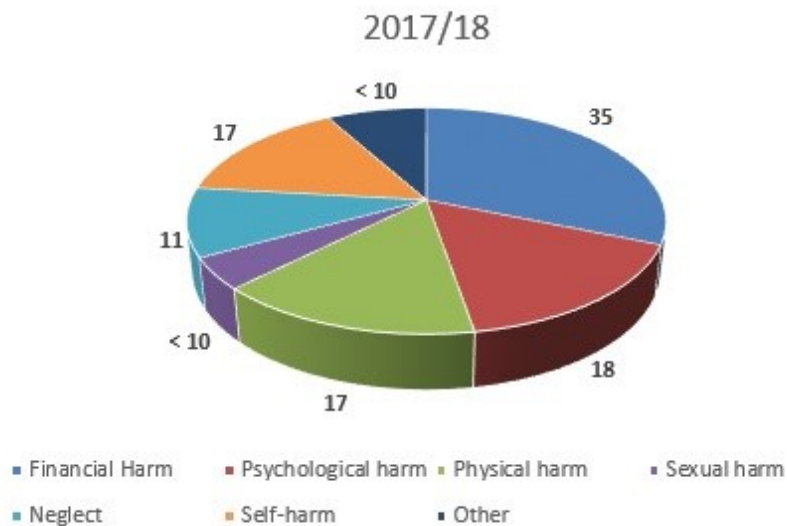
Within East Lothian and Midlothian there have been a small number of Large Scale Investigations into the quality of care delivered in nursing homes. These investigations have

been in response to unsatisfactory levels of care and/or low Care Inspectorate grades following inspection.

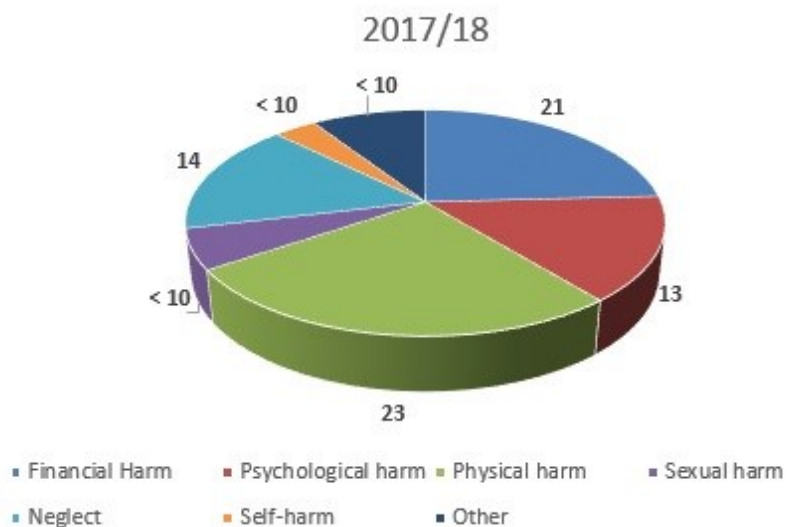
In addition to the delivery of training, EMPPC hold twice-monthly meetings of Care Homes and quarterly meetings of Care at Home services. These meetings are joint between East Lothian and Midlothian, enabling the sharing of information between agencies (Health, Social Work and Care Inspectorate). Focusing on the quality of care delivered, current staffing levels, number of complaints received, the number of adult support and protection referrals submitted, enables a multi-agency assessment of the quality of care being delivered and risk assessment of the care home/care at home service.

Principal type of harm

East Lothian:



Midlothian:



## Learning from Initial Case Reviews

Initial Case Reviews carried out in the last year each presented with a range of complexities with crossovers into domestic abuse, learning disability, mental health, substance misuse and fire risks. The learning points from each case review highlighted the need for involvement of specialist roles in such circumstances where there is added complexity of risk.

EMPPC are committed to the ongoing development of staff working with adults at risk harm and of the wider public protection agenda. The learning from each of the case reviews has informed changes to current training to include the cross overs between Adult Support and Protection and Domestic Violence, focusing on the impact of trauma and how this can affect the adults' ability to keep themselves safe.

EMPPC have worked extensively with the Scottish Fire and Rescue Service (SFRS) to raise awareness of multi- agency staff, including third sector of fire risk within the home and to inform them of the free fire home safety visits accessible via SFRS website. EMPPC have developed a home fire safety visit referral pathway in conjunction with SFRS. This tool will be widely accessible to all agencies across East Lothian and Midlothian.

In their inspection report the Care Inspectorate noted that:

*“Adult Protection work is challenging. It is all about marginality and balance – The rights of adults at risk of harm to self-determine and choice must be balanced with the need to keep them safe and protect them from harm. Staff working in adult support and protection skilfully walk a tightrope between risk mitigation and positive risk enablement”* (page 16)

This statement reflects the work undertaken by all staff working in Adult Support and Protection across East Lothian and Midlothian. EMPPC are committed to supporting staff working with such complexities, through the continuous learning and development programmes.

## Improvement Plan

The Adult Support and Protection Improvement plan is informed by learning from case file audits, case reviews and the most recent Thematic Adult Support and Protection Inspection. EMPPC continue to drive forward improvements for adults at risk of harm through identified learning outcomes and monitoring progress quarterly at the Performance and Quality Improvement sub-group where the plan is reviewed and updated. Presently, all evaluations have been single agency, focusing on social work files. Moving forward, there is commitment from EMPPC to extend case file audits to include Police Scotland, NHS Lothian and relevant other agencies involved in Adult Support and Protection.

## Challenges and Priorities

### Priorities

The Care Inspectorate made two recommendations to MHSCP:

- The partnership should make sure that all adult support and protection referrals are processed timeously.
- The partnership should make sure that social workers prepare well-balanced, valid chronologies for all adults at risk of harm.

Audits have been undertaken in respect of both recommendations to identify areas of improvement going forward and have been added to the Adult Support and Protection Improvement plan. The progress of each recommendation will be monitored over the year by the Care Inspectorate and Her Majesty's Inspectorate of Constabulary for Scotland.

Additional Priorities include:

- **Multi-agency attendance at Initial Adult Support and Protection Case Conference.** This was identified by EMPPC through single agency case file audits and by the Care Inspectorate and has since been added as a Performance Indicator. A multi-agency group has been established to review and strengthen attendance and contribution to Adult Support and Protection Case Conferences. This will be subsequently monitored through the Performance and Quality Improvement sub-group.
- The completion of multi-agency risk assessment of all adults at risk of harm to measure effectiveness in the assessment and management of risk and in particular where there are added complexities such as domestic violence, mental health and fire risk.

### Challenges

EMPPC continually strive to evaluate Service Users experiences to inform service delivery. Presently, this is obtained through a self-evaluation questionnaire, specifically asking if the service user feels safer as a result of the intervention provided. This continues to be a challenge for various reasons, more often than not service users do not wish to provide feedback of their experiences. However, where the service user has attended their case conference and provided feedback all questionnaires received, reported that they feel safer as a result of the intervention provided.

*"I'm still here, because of Adult Support and Protection"*  
Service user, Joint Inspection of Adult Support and Protection in  
Midlothian



## Child Protection

### Key Data

East Lothian	15/ 16	16/ 17	17/ 18
Number of children on the Child Protection Register (per 1,000 of 0-15 population) as at 31 March.	30 (1.6)	40 (2.0)	62 (3.3)
CP02 – Number of repeat Child Protection Register registrations within a 24 month period	-	17 / 84 (20%)	<10 / 77

East Lothian has experienced an increase in the number of children placed on the child protection register. At the end of the reporting period 2017/18 there were 62 children on the child protection register, this is an average of 3.3 per 1,000 of 0-15 population (the national average is 3). There had been an increase in the number of pre-birth child protection referrals, which are more likely to be placed on the register, due to the vulnerability of new-borns. There had also been an increase in sibling groups being placed on the register, which, in a small local authority, can affect the average and lead to apparent spikes in registration numbers. Since the end of the reporting period, numbers have started to decrease as risk levels reduce.

Two children experienced repeat registrations during the reporting year, which is a reduction on the previous year. This suggests that once registered, risks are being reduced in a more sustainable way.

Midlothian	15/ 16	16/ 17	17/ 18
Number of children on the Child Protection Register (per 1,000 of 0-15 population) as at 31 March	40 (2.5)	54 (3.2)	36 (2.2)
CP02 – Number of repeat Child Protection Register registrations within a 24 month period	-	14 / 122 (11%)	<10 / 103

In contrast to East Lothian, Midlothian has experienced a decline of the number of children on the child protection register at the end of the reporting year at 36, this means that at 2.2 per 1,000 of 0-15 population, Midlothian is below the national average of 3 per 1,000 of 0-15 population. Data analysis tells us that over the past two quarters there has been a decline in larger sibling groups being referred and subsequently registered. As the second smallest local authority in Scotland, such small variances can impact upon the headline figures.

The volume repeat registrations within 24 months had reduced, which again may suggest effective and sustainable interventions are taking place.

## **Current Themes**

### Child Sexual Exploitation

Child Sexual Exploitation guidance and Child Protection Procedures are enacted once risk of Child Sexual Exploitation has been identified. Our partner agencies continue to ensure a coordinated approach to children identified to be at risk via strategy meetings chaired by Police Scotland.

The East Lothian and Midlothian Public Protection Officer continues to take cognisance of learning from published Significant Case Reviews, inquiries and research, which is then translated into local training, guidance and awareness raising.

### Performance and Data

EMPPC has contributed to the consultation on Scotland's national data set for Child Protection Committees. EMPPC has refined its performance indicators and are set to revise our entire performance framework, informed by performance data, self-evaluation, quality assurance and findings from scrutiny.

### Child's Planning

EMPPC has developed a child's planning workshop, aimed at the multi-agency workforce to help improve the quality of our plans for our most vulnerable and at risk children.

East Lothian has undertaken a significant commitment to training our frontline workforce in the Signs of Safety Approach, specifically looking at safety focussed planning. Midlothian have been further embedding their Outcomes Focussed Approach by training frontline staff and running test cases in Outcome focussed Assessments in Permanence Planning.

During this reporting period, EMPPC have brought training in a child welfare approach towards Domestic Abuse known as Safe and Together to the area. Training is delivered on a multi-agency basis, with the aim of recognising the detrimental effects domestic abuse can have on families and improving responses to domestic abuse from a better informed and skilled workforce. The key principles have been integrated into both the Signs of Safety and Outcomes Focussed Approach. This is a new and innovative approach to tackling domestic abuse, moving blame away from the victim and keeping the perpetrator at the centre. The Critical Services Oversight Group have given a commitment to ensure sustainability in the model to support the required shift in our approach.

## **Learning from Initial and Significant Case Reviews**

Initial Case Reviews for children in the past year have identified learning points consistent with learning from other reviews. Information sharing across partner agencies remains an area for improvement. EMPPC are working to improve and help support processes that make this as simple, but effective, as possible. However, information sharing across

agencies presents challenges specifically in relation to part IV of the Children and Young People (Scotland) Act, 2014 and the General Data Protection Regulations. Partner agencies continue to work closely together to ensure that vulnerable children's information is shared in a proportionate way. For example, the Critical Services Oversight Group have issued a letter of assurance to frontline staff in supporting proportionate and lawful sharing of information.

EMPPC are represented as part of the Lothian Multi Agency Chronology working group. This group is creating a template, guidance and training to support consistent practice across the Lothians and to make information sharing consistent across all areas and agencies. The importance of chronologies in identifying patterns of children at risk of harm is consistently identified in case reviews alongside the importance of Specific, Measurable, Achievable, Realistic and Time-bound (SMART) planning. SMART planning is fundamental in getting it right for children, hence EMPPC's focus on improvements in SMART planning in all children's plans. It is a key priority that is address via training, regular evaluation activity and as part of our key performance indicators that are reported on quarterly.

Further learning from case reviews relates to issues of non-compliance and false compliance. All of EMPPC training consistently explains what non-compliance and false compliance is and highlights how workers can be aware and practice in a fashion that helps them maintain a degree of proportionate, yet professional curiosity to ensure vulnerable children are identified and helped. Senior Management Teams also promote awareness via their own agency support and supervision structures.

### Challenges and Priorities

During the course of this reporting period, we have identified a range of challenges, which will inform our ongoing improvement agenda. Although we have made some significant progress in our partnership and collaborative working arrangements, some areas remain where information sharing is not as timeous or proportionate as it should have been. This is being addressed, with a clear statement from our Chief Officers regarding our duty to continue to share information effectively when the tests of *vital interests* or *public task* is met. This will be supported through our workforce communications and learning and development strategies.

The risk of online harm to children and adults continues to increase, as technology develops and becomes more accessible. We are engaging with the Scottish Government and the South West Grid for Learning to bring training and awareness raising to East Lothian and Midlothian.

## Priorities

Areas of priority are identified through a range of means, including legislative and policy developments, self-evaluation, quality assurance, feedback from external scrutiny and findings from initial and significant case reviews.

During the coming fiscal year, we will be further supporting the embedding of *Signs of Safety* in East Lothian and our Outcomes Focused Approaches as our ongoing commitment to relationship based and systemic practices.

We will continue to implement the Safe and Together model and integrate the principles of Safe and Together into these approaches, to help us improve how we view the impact of domestic abuse and more effectively address it.

With the implementation of the National Missing Persons' Framework, along with community planning partners, we will continue to develop a coordinated response when our most vulnerable people go missing and the support they subsequently receive.

Involving children and their families in the planning and interventions which affect them remain an area for improvement, which we intent to build upon.

The Public Protection Office hold a large suite of policy, protocol and guidance documents. These will be streamlined and reviewed during the current fiscal year to ensure that they are relevant, meaningful and accessible to frontline practitioners.

## Violence Against Women and Girls

### Key Data

Measure		2015/ 16	2016/ 17	2017/18	% Change
Number of incidents of Domestic Abuse recorded by the Police	East	903	932	930	0%
	Mid	1,116	1,030	978	-5%
Number of victims referred to Domestic Abuse Service Pathway following a Police Incident	East	69	106	190	<b>+79%</b>
	Mid	127	113	237	<b>+110%</b>
Number of victims referred to MARAC	East	202	85	78	-8%
	Mid		111	75	<b>-32%</b>
Number of children involved in MARAC cases	East	-	120	110	-8%
	Mid		153	124	-18%
% of repeat MARAC cases within one year	East	-	25%	27%	NA
	Mid	-	41%	33%	NA
No of sexual crimes recorded by the Police	East		163	134	-18%
	Mid		159	179	<b>+13%</b>
Number of survivors of rape and sexual abuse referred to specialist support services in East Lothian and Midlothian	East	59	52	51	0%
	Mid	36	33	43	<b>+30%</b>

### Current Themes

The demand for support from specialist domestic abuse services after a police incident (referrals to the Domestic Abuse Referral Pathway) has risen exponentially by **79%** in East Lothian and by **110%** in Midlothian, whereas the number of incidents recorded by the police has remained stable.

The MARAC (Multi-agency Risk Assessment Conference) is for survivors of domestic abuse who are at high risk of serious harm or murder. Repeat MARAC referral rates are within the expected range. In both areas referrals are below the expected rate for our adult female populations (SafeLives, 2018). This year we focused on raising awareness of MARAC across partners from all sectors with emphasis on health visiting, midwifery, education, housing providers and third sector organisations and increasing staff confidence to refer to MARAC by providing specialist training. The significant number of children involved in MARAC cases underlines the importance of ensuring children and family services are able to identify domestic violence and take appropriate steps to improve the safety of children and the protective parent.

This year we introduced the Safe and Together model into our two existing children and families assessment frameworks, which is an important step in integrating a Violence Against Women and Girls analysis across children and adult services. This approach will

enable our services to actively partner with the non-offending parent, whilst holding the perpetrator to account for their behaviour as a parent. We anticipate that this will increase the early identification of domestic abuse and equip staff to intervene so that survivors and children are safer and so that perpetrators have the opportunity to change their behaviour. The training element with senior social workers and team leaders was completed from January to March 2018, implementation plans in each area are underway and we are embarking on a shared training for trainers programme in collaboration with other Scottish local authority areas, which will enable us to upskill staff across partner organisations.

We completed the Gender Based Violence policy for both Councils; Midlothian Council adopted the policy in May and implementation, which is led by a high-level management group, is focusing on culture change. In relation to this, Midlothian Council is one of four Councils participating in the pilot of Equally Safe at Work accreditation in 2018/19.

The VAWG coordinator post and the MARAC coordinator posts were established with staff confirmed in November 2017, which provides continuity and stability to this strand of public protection work. In addition, a three year contract for housing and support services for women and children affected by domestic abuse was awarded to Women's Aid East and Midlothian, which commenced on 1<sup>st</sup> July 2017. In response to an improvement action to increase refuge provision in East Lothian, four new refuge units were brought on-stream bringing the total to 10 refuge units in East Lothian and 11 units in Midlothian.

The VAWG Services Review also identified key gaps, which we have been addressing. We have been working to ensure that our array of specialist services can be trauma informed, sustainable and able to meet rising demand; note the significant rise in victims of domestic abuse accepting specialist support and growing waiting lists for local sexual abuse services. Midlothian Health and Social Care Partnership has been able to allocate service funding to increase the sexual abuse service to 20.5 hours (from 16.5 hours) in 2018/19; the service in East Lothian is for 25 hours. We hope to be in a position to ensure services can provide longer term trauma informed support based on stable funding.

*"I was asked to think about what was different about this support from all the support I had accessed before. I suppose she helped me through the swinging pendulum of dealing with the old trauma of childhood abuse, recent domestic abuse and substance misuse. It was the first time that someone saw me as a whole person, considered all my experiences in one. "*

*Service user, Women's Aid East and Midlothian*

The Domestic Abuse Service has continued to operate with two full time equivalent domestic abuse advisors. We have secured three year funding from the Scottish Government which partially funds one advisor (2017-21) and we are now entering the 5<sup>th</sup> and final year of the Big Lottery grant which covers our second domestic abuse advisor, two specialist women’s aid staff, safety equipment and resources. Our expression of interest for a new Big Lottery grant was recently accepted, which if successful will bring on stream a third Domestic Abuse Advisor as well as retain specialist substance misuse workers.

*“I would not be where I am now if it had not been for you. You helped me to get good supports set up for where I am now (moved area). Even though he doesn't know where I am, I still feel anxious and still look over my shoulder but I'm getting better. I still have the leaflets you gave me about anxiety and sleep and I use the exercises to help me. I like to use the one on breathing. Women’s Aid are helping now and I am going to be starting the Freedom and CEDAR groups. The children are getting support from them too. Thank you for all your help. “*  
 Service user, Domestic Abuse Service

<b>Funding Source</b>	<b>Total £</b>	<b>%</b>
<b>CPP (including Council, NHS and Police )</b>	<b>£ 420,511</b>	<b>31%</b>
<b>Scottish Government</b>	<b>£ 626,888</b>	<b>46%</b>
<b>Independent Funders</b>	<b>£ 316,045</b>	<b>23%</b>
<b>TOTAL</b>	<b>£1,363,444</b>	<b>100%</b>

As part of the pilot national Equally Safe Performance return we mapped local funding invested in preventing and eradicating Violence Against Women and Girls in 2017/18. Our area invested a total of **£1,363,444**, provided locally by Community Planning Partners and nationally by the Scottish Government and Independent Funders. See the table above.

The services funded include:

- The VAWG and MARAC coordinator posts and the Domestic Abuse Service (Public Protection Office)

- Community based domestic abuse services including substance and employability services and refuge and support services (Women’s Aid East and Midlothian)
- Outreach Sexual Abuse Services across Midlothian and East Lothian (Edinburgh Rape Crisis Centre)
- Spring and Connect programmes for vulnerable women and the Caledonian System for perpetrators and their families (Criminal Justice services, Health and Social Care Partnerships).

## **Improvement Plan**

The Violence Against Women and Girls Improvement Plan is structured around the four national Equally Safe priorities with specific actions arising from local processes and data. The Improvement Plan was updated following the VAWG Services Review to focus on the gap areas identified: sustainability of specialist services, particularly the sexual abuse service; an approach to prevention (involving women and men, key universal services such as education and communities) and developing services which work with perpetrators.

The Violence Against Women and Girls delivery sub-group is responsible for improving performance and delivering the Improvement Plan; to achieve this we have streamlined the plan into 5 key actions which relate to the new set of key performance indicators strengthened the functions of the delivery group. Moving forward, we will be carrying out an annual Equally Safe Quality Standards Assessment and Performance Framework return which will inform the improvement process.

Action to establish partnership working to integrate VAWG into school health and wellbeing strategies had stalled due to staff vacancies; however both Education lead officers are now in place and they are working with Edinburgh Rape Crisis Centre’s new full time sexual violence prevention worker for our areas.

## **Challenges and Priorities**

The increasing demand for specialist services, particularly for domestic abuse and sexual abuse, is likely to continue due to growing public debate on and rejection of gender based violence, as per the global Me Too movement, media coverage of systemic childhood sexual abuse and its impact on survivors and the Domestic Abuse (Scotland) Act which comes into force March 2019. In this rapidly changing context our challenges and priorities are to:

- Scope and secure sustainable funding to support our partnership services for domestic abuse and sexual abuse services.
- Fully embed Safe and Together into our practice with children and families, bringing on board all relevant services and ensuring they have the confidence and skills needed to identify domestic abuse and intervene at the earliest point possible.



- Develop our approach to working with perpetrators of domestic abuse more effectively – providing support services for those who wish to change their behaviour.
- Improve data on the level of need for all of our services, for example, currently we have police data on domestic abuse which needs to be complemented with data from community based services, principally from Women’s Aid East and Midlothian and also from Shakti Women’s Aid and Fearless for male survivors.
- Contribute to building a culture of gender equality and respect for human rights by setting out our approach to the prevention of violence against women and girls and supporting cultural change within our own organisations.

*What did you find most helpful?*

*“Probably the service being free. When you have no job or income and in a situation where everything costs money it’s good to have access to a free service. I was given guidance and reassurance and you talked me you through situations and that means so much.”*

Service user, Domestic Abuse Service

## Offender Management

### East Lothian

#### Key Data

Offender Management key data has remained consistent throughout 2017/18 with minimum variation when compared with the previous year. At the end of 2017/18, there were 51 clients who were subject to Multi-Agency Public Protection Arrangements (MAPPA) within East Lothian – a drop of 3 on the previous year.

#### Current Themes

At the start of 2018, protests started taking place in a number of areas within East Lothian. Criminal Justice, Housing and the Police worked closely together at this time to ensure we were working in a co-ordinated way to address these community concerns. After several months, these protests ceased with similar activities then breaking out in other area in Scotland. This appears to be a national issue.

#### Learning from Case Reviews

No case reviews have occurred in East Lothian during the reporting year.

The MAPPA Operational Group, which meets quarterly, considers all Initial and Significant Case Reviews across the Lothian and Borders area. The Lothian and Borders Strategic Oversight Group (SOG) has final sign off for these recommendations.

Lothian and Borders made a decision that when a sexual offence has been committed:

- An Initial Case Review notification report is triggered
- This is reviewed by the SOG chair who states if this should progress to full ICR or not
- This is then sent out to all SOG members to ratify or challenge that decision

The above process is working well and is enabling us to focus on risk factors as they emerge.

#### Improvement Plan

The East Lothian and Midlothian Offender Management Group Improvement Plan is currently subject to revision and will be reported to the Public Protection Committee in September 2018.

Minimum Practice Standards for MAPPA Level 1 was introduced throughout Scotland in April 2018. These standards are aimed at improving consistency of practice as well as ensuring that we have clear and robust monitoring arrangements in place for those being managed at Level 1. This process will be monitored closely during 2018/19 to ascertain any impact on practice.

## Challenges and Priorities

Visor Vetting continues to present issues on a national basis. Work is ongoing within East Lothian to help inform how best we address the current issue of mandatory vetting before access to Visor can be gained for those staff who are new to the system.

Having appropriate and suitable housing options does present challenges and something that the Housing Sexual Offences Liaison Officer (SOLO) works closely on.

The MAPPA process continues to work well with re-offending being kept to a minimum. Processes are well embedded with close and effective collaborative working taking place between all partner agencies.

## Midlothian

### Key Data

As at 31<sup>st</sup> March 2018 in Midlothian there were 55 clients who were subject to Multi-Agency Public Protection Arrangements (MAPPA).

### Current Themes

#### Women's Group Work Service – Midlothian Spring Service

The Spring service is relevant to Public Protection due to the number of women attending the service who have experience of childhood abuse and domestic violence.

Spring has continued to develop and the number of women attending the service has steadily increased. We have now recruited an Occupational Therapist who works with the service to help women to move on from Spring. The Spring social worker undertook Mentalisation Based Therapy (MBT) training in London, to help her improve her skills in working with women who have experienced trauma. The staff group as a whole took part in a development day facilitated by staff from the Rivers Centre and Willow in Edinburgh; again, the theme was how to work effectively with trauma.

#### Midlothian Sexual Abuse Services

Criminal Justice social work funding has been used to increase the funding to extend the hours of this service which is provided by Edinburgh Rape Crisis. This has reduced the waiting times for Midlothian women, from six to three months.

## **Learning from Case Reviews**

### MAPPA Operational Group (MOG)

The MAPPA Operational Group, which meets quarterly, considers all Initial and Significant Case Reviews across the Lothian and Borders area. The Lothian and Borders Strategic Oversight Group (SOG) has final sign off for these recommendations.

There were no ICRs or SCRs on Midlothian Criminal Justice social work MAPPA cases in 2017-18.

### **Improvement Plan**

The East Lothian and Midlothian Offender Management Group Improvement Plan is currently subject to revision and will be reported to the Public Protection Committee in September 2018.

### Joint Thematic Review

The Action Plan from the review included the requirement that Criminal Justice social work staff working with sex offenders undergo the RMA (Risk Management Authority) Risk Practice training. All relevant workers in Midlothian have now been through the training.

### ViSOR

At the end of the financial year 2017-18 the Head of Service and Chief Social Work Officer wrote to all relevant Criminal Justice staff explaining there was a requirement to undertake vetting for Visor. One of the Team Leaders has been vetted to Level 3 so that she can be the Single Point of Contact. We are currently waiting for two admin workers to be vetted so that we have a local administrator for Visor and a backup. New members of CJ staff will be required to undergo Visor vetting successfully and will therefore be subject to a six-month probationary period.

## **Challenges and Priorities**

### New Structure for Community Justice in Scotland

The structure was up and running from the start of 2017-18 and the Community Safety and Justice Board met quarterly throughout the year. The Community Justice Working Group initially met every six weeks and then moved to quarterly. The emphasis of Community Justice Scotland has been on alternatives to custody, a reduction in the use of remand and alternatives to prosecution, such as Diversion. The focus has therefore not been on public protection or high-risk offenders.

## MAPPA Operations

The MAPPA Operational Group continues to meet quarterly at Fettes Police Station. This group reviews all ICRs, as does the Offender Management Group.

At the February meeting of the East Lothian and Midlothian Offender Management Group it was agreed that both areas would adopt the new national minimum practice standards for MAPPA Level 1 cases and the new national template for Environmental Risk Assessments (ERAs). We agreed that we were already meeting the minimum practice standards for Level 1 cases and the only real change was in the management of cases post-conviction but prior to sentence, when sentence was delayed beyond the usual timescales.

There is now a shorter timescale for ERAs but again this was not seen as problematic as it is already met in most cases.

## Learning and Development

### Key Data

During the 2017/18 fiscal year, the East Lothian and Midlothian Public Protection Office provided 65 training events, with a total of 1,452 training places allocated, to ensure the aims of the learning and development strategy are implemented.

The 2015-2018 strategy promoted:

- A range and variety of approaches: recognising the need to be inclusive and to recognise different systems, styles and staffing requirements;
- A pragmatic approach where the required knowledge is accessed via learning that is relevant, meaningful and accessible, and the content is proportionate to the requirements of the workforce;
- Empowerment: participants will be provided with information, guidance and support to meet their own identified learning and development needs;
- Sharing good practice and establishing a common language; and
- Quality assurance processes to identify the impact of learning and development and the overall effectiveness of the learning on outcomes for children, adults and their families.

The 2018-2021 learning and development strategy has now been implemented. The learning and development improvement plan is aligned with our identified areas of priority.

*"I found this by far the best Adult support training I've attended, really useful and it was great having the additional speakers from fire service, police etc.*

Participant, Adult Support and Protection Level 2 Training

### Current Themes

Training for all public protection sectors will continue to be delivered widely across agencies and revised as necessary giving due consideration to participant feedback, operational managers, the learning from SCRs/ICRs and national developments;

As well training attendees being asked to indicate their level of knowledge and the impact from attending training events via evaluation sheets. EMPPC agreed quarterly reports from 2018 will report on 7 primary performance indicators.

There has been a focus on implementing the Safe and Together approach to domestic abuse. 39 practitioners across agencies have received 4-days core practice training and 27 Team Leaders across children services, criminal justice and health have received 3-days Safe and Together Supervisory Skills Training to help embed the approach into front line practice and making the links to existing frameworks.

### **Learning from Case Reviews**

In partnership with Police Scotland, 'J' Division, we have delivered multi-agency training on the learning from an SCR (Adult Support & Protection). The learning from an SCR (Child Protection) has been embedded into Working with Non-engaging and Evasive Families training. The learning from the Newcastle Child Sexual Exploitation SCR (Child Protection) has been embedded into Child Sexual Exploitation Awareness training.

*“Trainer very knowledgeable and really enjoyed having the Service User input – very powerful”*

Participant, CAPSM Training

### **Improvement Plan**

There was no specific Learning and Development Improvement Plan until April 2018; the relevant improvement actions having been subsumed into other plans. A Learning and Development Improvement Plan is now in place. The plan reflects the priorities in the new East Lothian and Midlothian Learning and Practice Development Multi-agency Workforce Strategy 2018-2021.

### **Challenges and Priorities**

- Streamlining of the training courses offered to meet identified areas of priority and operational demand.
- To ensure thematic refresher training is available through LearnPro modules and those who require refresher training complete these.
- Develop and embed Safe and Together into existing frameworks.
- Train more frontline practitioners at a multi-agency level in Safe & Together Core Practice.

- Support the implementation of Safe & Together briefings to other Council services, and agencies.
- Establish Public Protection Awareness training to cover core aspects of Child Protection, Adult Support and Protection, Offender Management and Gender-Based Violence; and
- Establish the basic Public Protection module for all employees across the two local authority areas as part of their induction and as essential training for existing employees.

*"I really enjoyed the training and found the information very helpful"*

Participant, Harmful Practices Training



## Appendix A: East Lothian and Midlothian Public Protection Committee membership

Anne Neilson	Director of Public Protection, NHS Lothian (Chair)
Matt Paden	Detective Chief Inspector, 'J' Division, Police Scotland (Vice Chair)
Alison Macdonald	Head of Older People & Access, East Lothian Health & Social Care Partnership
Alison White	Head of Adults / CSWO, Midlothian Health & Social Care Partnership
Andrew Sheridan	Schools Group Manager (ASN), Education, Midlothian Council
Caroline Myles	Chief Nurse (Midlothian), Midlothian Health & Social Care Partnership
Charlotte Kirk	Consultant Paediatrician, NHS Lothian
David Girrity	Prevention and Protection Group Manager, Scottish Fire and Rescue Service
Fiona Duncan	Group Service Manager – Statutory Services (Adults) / CSWO, East Lothian Health & Social Care Partnership
Fiona Robertson	Head of Education, East Lothian Council
Joan Tranent	Head of Children's Services, Midlothian Council
Judith Tait	Head of Children & Adult Services, East Lothian Health & Social Care Partnership
Julie Watson	Operations Manager, Women's Aid East and Midlothian
Kevin Anderson	Head of Customer & Housing Services, Midlothian Council
Lesley Siewert	Locality Reporter Manager, SCRA (Mid lead)
Paul Mulvanny	Locality Reporter Manager, SCRA (East lead)
Sean Byrne	Public Protection Team Manager, EMPPO
Sharon Saunders	Head of Communities and Partnerships, East Lothian Council
Trish Leddy	Group Service Manager – Rehabilitation & Access, Adult Services, East Lothian Health & Social Care Partnership

### **Ex-officio members**

Denice Lilley	Adult Support and Protection Lead Officer, EMPPO
Veronica Campanile	Interim Violence Against Women and Girls Co-ordinator, EMPPO
Leigh Taylor	Child Protection Lead Officer, EMPPO

## Appendix B: East Lothian and Midlothian Public Protection Team Contact Details

### East Lothian & Midlothian Public Protection Office

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**REPORT TO:** Policy and Performance Review Committee

**MEETING DATE:** 27 February 2019

**BY:** Depute Chief Executive (Partnerships and Community Services)

**SUBJECT:** The East Lothian Community Planning Economic Development Strategy 2012-22, refresh

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**5**

**1 PURPOSE**

- 1.1 To outline the key points and changes from the refresh of the East Lothian Community Planning Economic Development Strategy (EDS) 2012-22.

**2 RECOMMENDATIONS**

- 2.1 To note the contents of this report and the approval mechanisms followed.

**3 BACKGROUND**

- 3.1 The EDS was developed in 2012 by the Training & Employment Research Unit at the University of Glasgow and involved extensive desk research, workshops with staff, businesses and stakeholders and in-depth interviews with key personnel. The process was led by the (then) Sustainable Economy Partnership. Alignment with national and local strategies was clearly outlined.
- 3.2 With changed national circumstances – such as BREXIT – and a new Local Development Plan and East Lothian Partnership Plan then being finalised, the time was opportune to refresh the EDS and work commenced December 2017.
- 3.3 EKOSGen was commissioned to undertake this refresh and although not to the scale of the initial strategy development in 2012, the contract allowed for desk research, production of the Local Economic Assessment and State of Play reports, a number of workshops with the (now) Connected Economy Group and comprehensive industry and stakeholder engagement.

- 3.4 The State of Play report, attached as Annex 1, provides a comprehensive analysis of progress achieved and outlines the key national and local policy changes, challenges and opportunities and this analysis strongly influenced the consultation discussions and final reports.
- 3.5 East Lothian Council purchased the former Cockenzie Power Station site in April 2018 and the Edinburgh and South East Scotland City Region Deal was formally agreed in August 2018 (including the Queen Margaret University Food and Drink Innovation Hub, Blindwells and the Integrated Regional Employability and Skills Programme). These are key economic development opportunities and the EDS highlights them as such. Other opportunities include the allocation of substantial economic land within the East Lothian Local Development Plan 2018 as adopted and the re-use of redundant public sector assets. Exploiting all emerging and new opportunities will be key to successful delivery.
- 3.6 The Strategic Goals, namely to increase the number of businesses with growth potential and to increase the proportion of East Lothian residents working in and contributing to East Lothian's economy, have been summarised to become a clear focus on **BUSINESSES** and **JOBS**.
- 3.7 There have been adjustments to the wording of the Strategic Objectives:
- To be the best place in Scotland to set up and grow a business **becomes**  
*to be the best connected place in Scotland to set up and grow an innovative business*
- To be Scotland's leading coastal, leisure and food & drink destination*
- To build on our proximity to Edinburgh encouraging study, work and spend in East Lothian **becomes** *to explore and develop regional opportunities to support economic development and to encourage study, work, investment and spend in East Lothian*
- To provide high employment pathways for East Lothian's workforce*
- To become Scotland's most sustainable local economy **becomes** *to become Scotland's most sustainable and digitally-connected local economy*
- 3.8 Accompanying the refreshed EDS is a comprehensive action plan setting out priorities and actions with lead delivery assigned to council services and partners, as appropriate. The Monitoring & Evaluation Framework provides for progress to be monitored and reported-on via a number of mechanisms and by services and partners. Both documents are encapsulated as Annex 2.
- 3.9 The EDS will guide economic interventions, priorities and expenditure focus of East Lothian Council and its partners. The EDS and revised approach were approved at a meeting of the Cabinet on 13 November and by the East Lothian Partnership Governance Group on 27 November and lodged in the Members' Library Service in January 2019.

## **4 POLICY IMPLICATIONS**

- 4.1 Strategic context for economic development interventions

## **5 INTEGRATED IMPACT ASSESSMENT**

- 5.1 An integrated impact assessment was carried out on the revised Economic Development Strategy and its proposed actions. There were no negative impacts identified although it was noted that the refreshed Economic Development Strategy is a strategic document and the seven individual workstreams detail activity to meet strategic priorities and objectives meaning that acknowledgement and addressing any negative impacts will be contained within these.

## **6 RESOURCE IMPLICATIONS**

- 6.1 Financial – in line with approved budget
- 6.2 Personnel - none additional
- 6.3 Other -

## **7 BACKGROUND PAPERS**

- 7.1 The East Lothian Community Planning Economic Development Strategy 2012-22 State of Play report – Annex 1
- 7.2 The East Lothian Community Planning Economic Development Strategy 2012-22 Executive Summary – Annex 2
- 7.3 The East Lothian Community Planning Economic Development Strategy 2012-22 Action Plan and Monitoring & Evaluation Framework – Annex 3
- 7.4 The East Lothian Community Planning Economic Development Strategy – Annex 4
- 7.5 East Lothian Current and Future Skills Demand (Skills Development Scotland), RSA Infographic 2018 – Annex 5

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<b>DATE</b>	12 February 2019



East Lothian Partnership

**East Lothian Economic Development Strategy:  
State of Play Report  
for  
East Lothian Council**

**January 2018**

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# 1 Purpose of the report

1.1 The review and refresh of East Lothian’s Economic Development Strategy (EDS) has been driven by substantial changes in the policy context at UK, Scotland, regional and local level in recent years. ekosgen has been commissioned by East Lothian Council (ELC) to undertake this review and refresh, and deliver a revised EDS for East Lothian.

1.2 This concise report provides an overview of the strategic goals, objectives and projects of the existing EDS, and sets out the progress that has been made against these to date. It then sets out the current policy context for economic development in East Lothian, highlighting important areas of change since the publication of the EDS in 2012 at UK, Scottish, regional and local level. It also identifies strategically important existing programmes and interventions in East Lothian.

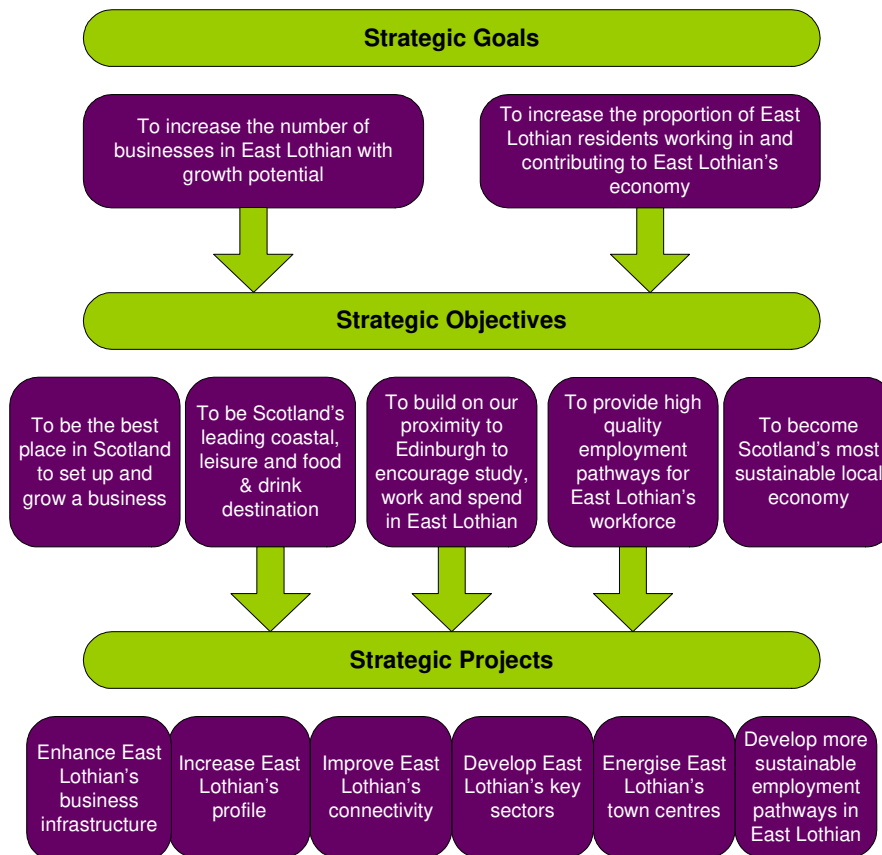
1.3 The report then sets out a summary of findings alongside the present challenges in the East Lothian economy and our planned next steps for the development of the refreshed EDS.

# 2 Delivering against East Lothian’s strategy

## The Economic Development Strategy 2012-2022

2.1 The East Lothian EDS 2012-2022 included a number of strategic goals, objectives and projects, which are outlined at Figure 2.1. In order to refresh and review the EDS it is important to give an overview of what the goals, objectives and projects were and the progress that has been made against these.

**Figure 2.1: East Lothian EDS Strategic goals, objectives and projects**



2.2 The strategy has two primary strategic goals, set because the East Lothian economy had proportionally fewer businesses and jobs than elsewhere in Scotland:

- **To increase the number of businesses in East Lothian with growth potential**, and create an additional 350 businesses in East Lothian by 2022.
- **To increase the proportion of East Lothian residents working in and contributing to East Lothian's economy**, creating an additional 7,500 jobs in East Lothian by 2022, putting East Lothian on parity with the Borders and Fife in terms of job density levels.

2.3 In order to achieve these broad goals more specific objectives were set:

- **To be the best place in Scotland to set up and grow a business** – to increase the number of businesses in East Lothian, a number of actions are proposed, including marketing East Lothian's high quality business support offer and highly qualified workforce. The need to increase land availability to businesses is also highlighted.
- **To be Scotland's leading coastal, leisure and food & drink destination** – this builds on East Lothian's already strong Tourism sector. Actions include forming a more joined-up tourism offer, developing cross-marketing with Edinburgh and promoting previously untapped areas such as wildlife, coast and cycling tourism.
- **To build on our proximity to Edinburgh to encourage study, work and spend in East Lothian** – this focuses on promoting the proximity of East Lothian to Edinburgh, along with its lower costs and skilled workforce to attract new jobs and businesses to the area. It also underlines potential for increasing resident spend by improving town centres in East Lothian.
- **To provide high quality employment pathways for East Lothian's workforce** – this highlights the increasing youth unemployment and ageing workforce and population in East Lothian, meaning there is a need to support young people into employment, and older people looking to remain economically active in developing their career.
- **To become Scotland's most sustainable local economy** – this seeks to capitalise on the potential to improve the sustainability of the East Lothian local economy through developing public transport, local jobs and low carbon sectors, including renewables.

2.4 From the objectives a number of strategic projects were also developed, which cut across a number of the objectives:

- **Develop East Lothian's key sectors** – action plans here include the update of the East Lothian Tourism Strategy, a review and update of the East Lothian Food and Drink Strategy and the development of an East Lothian Renewable Sector Implementation Plan.
- **Increase East Lothian's profile** – key tasks include working with VisitScotland and Scotland Development International (SDI) to join up East Lothian marketing and branding; exploring future marketing opportunities; and attracting major events to the area.
- **Improve East Lothian's connectivity** – the action plan sets out tasks under this strategic project including improving public transport in the area and considering options for developing broadband infrastructure.
- **Enhance East Lothian's business infrastructure** – action plan tasks include working with SDI to develop marketing materials that underline the benefits of East Lothian as a business location. Other plans include developing a mentoring scheme for small and/or new businesses and enhancing business networks and connectivity to encourage East Lothian businesses to trade with one another.

- **Energise East Lothian's town centres** – this includes plans to develop distinctive branding of each town in East Lothian and commitments to support and develop efforts to improve town centres and continue support of shop local and farmers' markets schemes.
- **Develop more sustainable employment pathways in East Lothian** – the primary task here is the development of an East Lothian Youth Employment Plan in collaboration with Skills Development Scotland. After the development of this plan it is suggested further plans should be developed to focus on groups including lone parents, disabled and older workers.

## Strategy progress

2.5 In terms of strategy progress, Table 2.1 sets out delivery achieved against targets.

**Table 2.1: Strategy delivery against targets**

Indicator	Target	Actual	Notes
Number of businesses	Increase of 350 businesses by 2022.	<b>Achieved</b> – Increase of 620 businesses between 2010 baseline year and 2017.	Target has been far exceeded.
Number in employment	Increase of 7,500 jobs by 2022.	<b>Not yet achieved</b> – Increase of 2,000 between 2010 baseline year and 2015 (latest year available).	Good progress but slightly behind target.
Jobs density	To be on a par with Fife and Scottish Borders local authorities.	<b>Not yet achieved</b> – the ratio of jobs per population aged 16-64 was 0.55 in East Lothian in 2016 (latest year available) compared to 0.65 in Fife and 0.73 in Scottish Borders.	There has still been an increase in jobs density from 0.49 in 2010 (baseline year) to 0.55 in 2016.
Marketing East Lothian's employment and business offer	Marketing of the area's strengths – proximity to Edinburgh, relatively low costs and highly qualified workforce.	<b>Achieved</b> – East Lothian Works and ELC have delivered Invest in East Lothian Programme.	Materials highlight the benefits of East Lothian as a business base and also the availability of advice and support.
Develop East Lothian's Tourism sector	Developing tourism branding to form a more joined up offer, cross-marketing with Edinburgh and attracting more high profile events.	<b>Achieved</b> – Visit East Lothian branding with Edinburgh's Coast and Countryside tagline to join up with Edinburgh. Held 2013 Golf Open Championship.	Tourism strategy sets out further developments in this area.
Improving employability services, particularly for young people	Improving employability services, particularly for young people and developing East Lothian Youth Unemployment Plan.	<b>Achieved</b> – delivery of East Lothian Works employability service (advice for adults and young people), youth unemployment has reduced from 24.8% in 2010/11 (baseline year) to 10.8% in 2016/17 and 2017/18 Youth Unemployment Plan published outlining various youth employability programmes available.	Within this area there has been a significant reduction in youth unemployment and alongside East Lothian Works, East Lothian has also participated in DYW.
Develop sector strategies	Update/develop tourism, food and drink and renewable strategies.	<b>Not yet achieved</b> – only update of tourism strategy has been delivered to date.	Whilst strategies have not been developed/updated, there have been significant developments in food & drink and renewables sectors (detailed in narrative below).

Indicator	Target	Actual	Notes
Improve public transport and broadband connectivity	Improving public transport services and developing broadband infrastructure.	<b>Some progress</b> – extension of bus routes between Edinburgh and East Lothian and work with Community Broadband Scotland and Scottish Government Step Change Programme to improve broadband connectivity.	Likely to be further improvement to broadband infrastructure with Scottish Government Reaching 100% programme, aiming for all of Scotland to have Next Generation Access broadband by 2021.
Energise East Lothian's town centres	Develop distinctive branding of each town and supporting town centre improvements to increase resident spend.	<b>Some progress</b> – town centre projects/strategies published for Haddington and Musselburgh. Community charrette events held in Tranent and North Berwick.	From January 2018 there will be a six month incubation project providing subsidised premises in an empty unit in Dunbar High Street.

2.6 For the headline targets of job and business growth there has been progress. The EDS targets an increase of 7,500 jobs in East Lothian in the period to 2022. The Business Register and Employment Survey (BRES) shows that from 2010 (the Strategy's baseline year) to 2015 (the latest year available) the number of jobs in East Lothian has increased from 26,500 to 28,500. This represents good progress on the 7,500 target, which is aimed to be achieved by 2022. UK Business Count data show that from 2010 to 2017 the number of businesses in East Lothian has increased from 2,515 to 3,135, a growth of 620. This is far greater than the target of 350 additional businesses in the area by 2022. Looking more specifically at the period since the strategy was released, from 2012 to 2017 there has been an increase of 500 businesses.

2.7 This data is also relevant to a number of strategic objectives and projects that deal with jobs and business creation. Looking beyond the headline figures, one of the biggest developments has been the establishment of East Lothian Works.<sup>1</sup> This is an organisation which was established in 2013 and is run in collaboration by partners including ELC, Business Gateway, Job Centre Plus and Skills Development Scotland. East Lothian Works contributes to the development of employment pathways by providing adults and young people with advice and support regarding skills and employment.

2.8 In terms of youth unemployment more specifically, East Lothian's Youth Unemployment Plan 2017/18 has recently been published and this outlines various programmes and projects delivered by ELC (via East Lothian Works), educational providers, Skills Development Scotland and other organisations to improve young people's skills and employability.<sup>2</sup> There has been a significant reduction in youth unemployment over the period since the Strategy was released. The figure quoted in the strategy is 24.8% from 2010/11, this had fallen to 18.1% when the EDS was published in September 2012 and this had significantly reduced to 10.8% in 2016/17.

2.9 East Lothian Works also contributes to enhancing the area's business infrastructure, growing business in the area and marketing the area to employers and investors. It does this through several services. These include the provision of advice and support to businesses, including support with recruitment, and work through the Invest in East Lothian Programme to promote the benefits of the area to businesses.<sup>3</sup> The SLAED 2016/17 report highlights that there is still a lack of employment land available in the area, with East Lothian listed as having 0% available employment land. However, this may soon improve as the plans for the development of the former Cockenzie power station site include the provision of 90,000m<sup>2</sup> of employment land.<sup>4</sup>

<sup>1</sup> [http://www.eastlothian.gov.uk/info/200522/east\\_lothian\\_works](http://www.eastlothian.gov.uk/info/200522/east_lothian_works)

<sup>2</sup> [http://www.eastlothian.gov.uk/download/downloads/id/12616/east\\_lothians\\_youth\\_employment\\_activity\\_plan\\_year\\_201718](http://www.eastlothian.gov.uk/download/downloads/id/12616/east_lothians_youth_employment_activity_plan_year_201718)

<sup>3</sup> <http://eastlothian.gov.uk/invest>

<sup>4</sup> SLAED (2017) *Scottish Local Authorities Economic Development Indicators Framework 2016-2017*

2.10 There have also been significant areas of progress with relevance to strategic objectives and projects focused on the development of key sectors. Firstly the East Lothian Tourism Strategy has been updated, with a new version having been released in 2016. It builds on work in this area which has included the delivery of key events in East Lothian, such as the 2013 golf Open, which created a direct economic impact of £13.44 million in East Lothian.<sup>5</sup> There has also been the development of consistent marketing and branding – Visit East Lothian – which has been joined up with the Edinburgh offer through the tagline Edinburgh’s Coast and Countryside.<sup>6</sup>

2.11 Other work in key sectors has included the formation of the East Lothian Food and Drink Business Improvement District (BID) in 2016, which is a collaboration between East Lothian food and drink businesses. The BID has established the East Lothian – Scotland’s Food and Drink County branding and promotes the ‘made by us’ products of its members.<sup>7</sup> Within the renewables sector there has also been progress as there has been further development of wind energy in the area since the publication of the strategy, including the completion of the second Aikengall wind farm. There are also possibilities for further development of the renewable energy sector through the planned development at the former Cockenzie power station site.<sup>8</sup>

2.12 Connectivity developments within public transport have included the extension of bus routes between Edinburgh and East Lothian through the new Lothian Buses East Coast Buses services, which were introduced in 2016. There is also further potential for the development of further local rail services and stations. In terms of broadband connectivity, ELC has worked with the Community Broadband Scotland and Scottish Government Step Change programmes, which aimed to reach 95% Next Generation Access connectivity in 2017.<sup>9</sup>

2.13 Finally, for the strategic project to energise East Lothian’s town centres, there have been a number of areas of progress. Town Centre projects/strategies have been published for both Haddington and Musselburgh. The Haddington project has highlighted proposed actions to make the town centre more accessible and to highlight areas of historic significance.<sup>10</sup> The Musselburgh plan includes environmental improvements and planned distinctive branding of the town.<sup>11</sup> There have also been community charrette events to explore the regeneration of town centres in Tranent and North Berwick.<sup>12</sup> Finally, the Town Catalyst Community Interest Company, with support from ELC, will be providing a six month incubation project providing subsidised premises in an empty unit in Dunbar High Street from January 2018.<sup>13</sup>

### 3 Current policy context

3.1 There have been substantial changes in the policy context at UK, Scotland, regional and local levels since the original EDS was published in 2012. These changes mean that the current Strategy needs to better reflect economic and social policy driving economic activity in East Lothian. The following section summarises the changing policy context for East Lothian.

<sup>5</sup> <http://www.eastlothian.gov.uk/downloads/file/10981/east-lothian-tourism-action-plan-2016-2018>

<sup>6</sup> <http://www.visiteastlothian.org/home>

<sup>7</sup> <https://www.scotlandfooddrinkcounty.com>; <https://www.bids-scotland.com/news-centre/949-east-lothian-food-and-drink-bid>

<sup>8</sup> <http://www.eastlothian.gov.uk/downloads/file/11480/proposed-local-development-plan>

<sup>9</sup> Ibid.

<sup>10</sup> <http://www.eastlothian.gov.uk/news/article/2492/haddington-town-centre-project>

<sup>11</sup> [https://eastlothianconsultations.co.uk/housing-environment/draft-town-centre-strategy-for-musselburgh/supporting\\_documents/Musselburgh%20Town%20Centre%20Strategy%20.pdf](https://eastlothianconsultations.co.uk/housing-environment/draft-town-centre-strategy-for-musselburgh/supporting_documents/Musselburgh%20Town%20Centre%20Strategy%20.pdf)

<sup>12</sup> <http://www.eastlothian.gov.uk/news/article/1879/help-us-design-a-new-town-centre-for-tranent>; <https://eastlothianconsultations.co.uk/policy-partnerships/is-north-berwick-town-centre-a-great-place-for-eve/>

<sup>13</sup> <http://www.eastlothian.gov.uk/news/article/2586/innovative-way-to-revitalise-town-centres-kicks-off-in-east-lothian>

## UK policy context

3.2 Since the East Lothian EDS was developed in 2012, one of the most significant changes in UK policy is the prospective withdrawal of the United Kingdom from the European Union (Brexit). The vote to leave the European Union (EU) has had a profound impact on economic activity due to the uncertainty it has created around issues including the UK's participation in and relationship with the single market, and the status of EU migrants. When the UK exits the EU (due in 2019), changes in the UK's relationship with the single market are likely to have significant impact across the economy on trading activity and partners and the employment of EU nationals. This will affect businesses in East Lothian, and may lead to change in how local businesses operate, and deal with their international partnerships. Brexit could also impact upon tourism in the area as it will lead to changes in travelling rights for EU nationals and British citizens, perhaps making Britain a less desirable destination for EU nationals but also leading to more British people choosing to holiday in the UK.

3.3 The UK government has also recently released its Industrial Strategy. This has focused on a number of areas in which the government is looking to develop the British economy. These include artificial intelligence and data and driving innovation through investment in R&D. The strategy also highlights areas of challenge such as the need to promote environmentally 'clean growth', an ageing population and the need to develop transport and mobility.<sup>14</sup> The focus of the strategy will impact on the opportunities and priorities of the East Lothian economy as it will affect wider infrastructure and the availability of support and incentives. The focus on clean growth and transport development are areas that have been highlighted to be of particular importance for East Lothian.

3.4 Changes in energy policy have also had an important impact on the East Lothian economic landscape. The implementation of the Large Combustion Plant European Directive<sup>15</sup> meant that the Cockenzie coal power plant no longer met environmental standards, and as a result it closed in March 2013. The Directive aimed to reduce emissions and its implementation in the UK required existing plants to install new technology or to opt out and close by the end of 2015, with the opt out being elected for in the case of Cockenzie. The closure of Cockenzie has impacted on the types of employment available in East Lothian as well as leaving a large area of land with development potential, for which plans are currently being formed.

3.5 UK policy has also been impacted by ongoing austerity, which has impacted on the budget available to the public sector. This is of relevance to economic development within East Lothian due to the impact on both Scottish Government and local authority budgets which may affect the availability of support services. Welfare reform has also led to significant changes in the structure of benefits with the new Universal Credit payment system having gone live in East Lothian in January 2017. This change in the benefits system could potentially impact on employment within the area.

## Scottish policy context

3.6 There have also been significant policy changes at Scottish Government level, which will have affected the wider social and economic context in East Lothian as well as impacting upon economic priorities, strategies and support services in the area.

## Scottish Economic Strategy

3.7 One of the most important policy developments has been the publication of the Scottish Economic Strategy<sup>16</sup> (SES) in 2015. As a whole the SES structures economic development within East Lothian as it provides the framework for national economic development and areas of government investment and support. The SES aims to create a more successful country, with opportunities for all

<sup>14</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/664563/industrial-strategy-white-paper-web-ready-version.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/664563/industrial-strategy-white-paper-web-ready-version.pdf)

<sup>15</sup> <http://ec.europa.eu/environment/archives/industry/stationary/lcp/legislation.htm>

<sup>16</sup> Scottish Government (2015) Scotland's Economic Strategy

of Scotland to flourish, through increasing sustainable economic growth, whilst ensuring that everyone in Scotland has the opportunity to fulfil their potential.

3.8 This approach is centred on two pillars: increasing competitiveness and tackling inequality. The SES has four priorities to achieve this – the four Is:

- Promoting **Investment** in people, businesses and communities. This includes focus on investment in education and health, infrastructure and business support.
- Fostering **Innovation** within businesses, research & development, public services and workplace practices.
- Encouraging **Inclusive growth** which has positive benefits across society through fair work and tackling inequalities.
- Promoting **Internationalisation** of the Scottish economy through increased international trade and investment.

### Enterprise and Skills Review

3.9 Another important part of changing national economic strategy is the Enterprise and Skills Review. In May 2016, the Scottish Government commenced a review of the enterprise and skills support provided by Scotland's economic development and skills agencies (HIE, Scottish Enterprise (including SDI), Skills Development Scotland (SDS), and the Scottish Funding Council (SFC)). Central to the review is maximising the agencies' individual and collective impact and effectiveness, through closer alignment and partnership working. Phase One of the review reported in October 2016, making 10 recommendations which focused on ensuring coherence and a simpler, more flexible and cost-effective system of national and local support. Phase Two of the Review commenced in November 2016 and reported in June 2017, with nine projects being established in order to take forward the Phase One Report recommendations.

3.10 As with the SES, the Enterprise and Skills Review is key to economic development within East Lothian as it has important consequences for employability and enterprise and business support services, both nationally and at the local level. Projects of particular relevance include:

- **Regional Partnerships:** This project aims to build regional partnerships within local authorities that can help to stimulate economic development. The project proposes that Regional Partnerships are led by local authorities and are comprised of local partners, drawing on the private, public and third sector as is best suited to the local area. Where government investment is sought the Scottish Government expects Regional Partnerships to have private sector representation. Regional Partnerships should demonstrate a strong understanding of the regional economy, and the ability to work together to develop the local economy. Regional Partnerships will offer another important body for the development of East Lothian economy.
- **Enterprise and Business Support:** This project proposes further collaboration between partners in order that enterprise and business support can become more coherent, effective and easier to use and understand. From this the project aims to improve the delivery of support and as a result increase company growth. This is of relevance to the EDS as it will have a significant impact on the business support landscape which can in turn help to boost the number and growth of businesses in East Lothian.<sup>17</sup>
- **Skills alignment:** The ambition driving this project is to develop a high-performing and responsive skills system that meets the changing needs of learners and employers. Its purpose is to improve alignment of services supporting the development of skills in Scotland. In particular, this will involve joint working between partners to improve the alignment of their

<sup>17</sup> <http://www.gov.scot/Resource/0052/00521428.pdf>

functions to enhance education and skills planning to provide better outcomes for learners and employers. It will involve identifying skills needs in partnership with industry and working with colleges, universities, and training providers to respond to these needs. It will also co-ordinate and consider the effectiveness of investment to ensure the right balance of provision.

## Employability policy

3.11 Since the publication of the East Lothian strategy in 2012 there have also been important developments within education and employability that have had wider impact on the economic landscape. The Commission for Developing Scotland's Young Workforce (the Wood Commission), was established in January 2013, during a time of high youth unemployment levels. It considered how to achieve better connectivity and co-operation between education and the world of work, alongside the development of the intermediate vocational education and training system. The report, published in June 2014 produced 39 recommendations.

3.12 Following this, the Scottish Government's Youth Employment Strategy, Developing the Young Workforce, was published in December 2014, which accepted all 39 recommendations in the Commission's report and set out how these would be implemented.<sup>18</sup> Developing the Young Workforce (DYW), aims to create an excellent, work relevant education offer to young people in Scotland, giving them the skills for the current and anticipated jobs market. Developing the Young Workforce has also seen the formation of regional groups aimed at improving engagement between employers and education providers and more broadly supporting employers to take on young people. East Lothian is part of the Edinburgh, Mid and East Lothians group.<sup>19</sup> This is an important area of policy for the East Lothian EDS as youth unemployment is highlighted within the EDS as a particular problem for the area. In addition to DYW, the Curriculum for Excellence has seen the implementation of new qualifications at school level over 2014/15 to 2015/16, with an increased focus on promoting the development of skills for work.

3.13 The devolution of employability services to the Scottish Government has also led to important developments with Work First Scotland (WFS) and Work Able Scotland (WAS) being introduced in April 2017. These programmes are important for the East Lothian EDS because they are key additions to the national employability landscape as they seek to assist groups that may have particular difficulty in securing employment – disabled people (WFS) and people with a health condition who are at risk of long term unemployment (WAS). From April to September 2017 2,901 people joined WFS and 732 joined WAS. From April 2018, the employability services will be provided through Fair Start Scotland (FSS). FSS will aim to target a minimum of 38,000 people.<sup>20</sup>

3.14 There are other considerations related to employability. For example, the Scottish Government's commitment to increase free childcare to 1,140 hours per year to all three and four, and eligible two year olds by 2020 could lead to growth within the Early Learning and Childcare sector. There is some potential to be an area of growth for the East Lothian economy, but in the longer term may encourage more people, and women particularly, to return to the labour market.

## Wider policy changes

3.15 There have been a number of other policy developments since the publication of the EDS in 2012. Table 3.1 below summarises further relevant policy and strategy developments at the national level in Scotland.

<sup>18</sup> <http://www.gov.scot/Resource/0046/00466386.pdf>

<sup>19</sup> <http://www.employabilityinscotland.com/developing-young-workforce/edinburgh-mid-east-lothians/>

<sup>20</sup> <http://www.gov.scot/Publications/2017/12/6630/348260>



**Table 3.1: Further relevant policy/strategy developments**

Policy/Strategy	Policy/Strategy summary	Relevance
National Tourism Strategy (Revised 2016)	Originally published in 2012, updated with priorities for 2016-2020 to: <ul style="list-style-type: none"> <li>Strengthen Digital Capabilities</li> <li>Strengthen Industry Leadership</li> <li>Enhance the Quality of the Visitor Experience</li> <li>Influence Investment, specifically flight access &amp; transport connectivity, built infrastructure, digital connectivity and business growth finance</li> </ul>	Tourism highlighted within East Lothian EDS as key sector for economic development. <sup>21</sup>
Ambition 2030 – Scotland’s Food and Drink Strategy (2017)	Published in 2017, targets doubling sector turnover to £30 million by 2030. Three pillars of growth: <ul style="list-style-type: none"> <li>People and skills</li> <li>Supply chain</li> <li>Innovation</li> </ul>	Food & drink highlighted within East Lothian EDS as key sector for economic development. <sup>22</sup>
Realising Scotland's full potential in a digital world: A Digital Strategy for Scotland (2017)	Outlines the need for entire Scottish economy to take advantage of benefits offered by digital technology. Planned actions include: a Digital Growth Fund to help address undersupply of digital skills and utilising City and Region deals to maximise use of digital innovation to increase economic growth.	Importance of the development of digital technology to economic development, both as a sector in itself and for other sectors. <sup>23</sup>
Trade and Investment Strategy (2016)	Aims to support sustainable business, jobs and income growth in Scotland through internationalisation by: <ul style="list-style-type: none"> <li>More businesses selling more goods and services to a wider range of international markets; and</li> <li>Attracting significant inward, capital and risk investment.</li> <li>Underpinned by Scotland’s International Framework, which aims to “create an environment within Scotland that supports better understanding of international opportunities and greater appetite and ability to seize them”.</li> </ul>	Sets out the development of policy support for internationalisation, international trade and inward investment, which are key for economic development. <sup>24</sup>
Social Enterprise Strategy (2016)	Part of inclusive growth and aims to: <ul style="list-style-type: none"> <li>Stimulate social enterprise</li> <li>Develop stronger social enterprise organisations</li> <li>Enable social enterprise market opportunities</li> </ul>	Social enterprise is becoming an important sector for wider economic development, and particularly inclusive growth. <sup>25</sup>
Scotland’s Energy Strategy (2017)	Published in 2017, sets out the intended transition to a low-carbon economy and the focus on renewable and smart energy technologies, a decentralised energy system, and the ambitious new 2030 target of 50% of Scotland’s energy consumption to be met by renewable energy.	Important impacts for developing renewable energies sector, which is key part of East Lothian economic development plans. <sup>26</sup> Will also have implications for Torness.
Life Sciences Strategy (2017)	Published in 2017, building on previous 2011 strategy, sets out aim to “make Scotland the location of choice for life sciences businesses, researchers, healthcare professionals and investors whilst increasing the sector’s contribution to Scotland’s economic growth.”	Life Sciences is a Scottish Government key sector, recognised as important for the development of the Scottish economy. <sup>27</sup>

<sup>21</sup> [http://www.scottishtourismalliance.co.uk/uploads/TS2020\\_Mid\\_Term\\_Review\\_2016/TS2020\\_Mid\\_Term\\_Review\\_-\\_Key\\_Messages\\_\(Mar\\_16\).pdf](http://www.scottishtourismalliance.co.uk/uploads/TS2020_Mid_Term_Review_2016/TS2020_Mid_Term_Review_-_Key_Messages_(Mar_16).pdf)

<sup>22</sup> <http://www.scotlandfoodanddrink.org/media/78130/strategy-brochure-smaller-size.pdf?Action=download>

<sup>23</sup> <http://www.gov.scot/Resource/0051/00515583.pdf>

<sup>24</sup> <http://www.gov.scot/Resource/0049/00495491.pdf>

<sup>25</sup> <http://www.gov.scot/Resource/0051/00511500.pdf>

<sup>26</sup> <http://www.gov.scot/Topics/Business-Industry/Energy/energystrategy>

<sup>27</sup> [https://www.scottish-enterprise.com/~media/se\\_2013/sectors/documents/life%20sciences%20strategy%20for%20scotland%202025%20vision.pdf?a=en](https://www.scottish-enterprise.com/~media/se_2013/sectors/documents/life%20sciences%20strategy%20for%20scotland%202025%20vision.pdf?a=en)

Policy/Strategy	Policy/Strategy summary	Relevance
Life & Chemical Sciences Manufacturing Strategy (2015)	Published in 2015, the aim of the plan is to achieve the objectives of the strategies for both Life and Chemical Sciences by increasing the contribution manufacturing makes to both sectors. It has five key themes – Leadership confidence and promoting manufacturing; Research Commercialisation; Technology Development and Scaling; Supply Chains and Re-shoring; and Investing in Scotland.	Life & Chemical Sciences have been recognised as key sectors for economic growth so their development is key to wider economic growth. <sup>28</sup>
National Plan for Industrial Biotechnology (2013)	Aims to increase competitiveness and sustainability of multiple industries in Scotland through growing industrial biotechnology-related turnover. Main target is for industrial biotechnology-related turnover in Scotland to reach £900 million by 2025.	Another important area of economic growth that has been shown to improve competitiveness and sustainability within several sectors. <sup>29</sup>
Manufacturing Future for Scotland (2016)	Sets out a range of priority actions to improve productivity, innovation and investment. Key actions include establishing a joint centre for Manufacturing Excellence and Skills Academy and launching an enhanced programme to support companies in taking up new opportunities.	Important development of support to improve innovation and investment in an important area that cuts across a number of sectors. <sup>30</sup>
STEM Education and Training Strategy (2017)	Sets out how to improve training and education to meet STEM skills demand. Key aims are to improve levels of STEM enthusiasm, skills, and knowledge; raising attainment; encouraging uptake of more specialist STEM skills required to gain employment.	Important for economic development as STEM sectors and skills have been recognised as key to economic growth, particularly as they promote innovation. <sup>31</sup>
Skills Investment Planning (first SIP in 2012; 12 in total)	Skills Investment Plans have been developed by SDS and industry partners for a number of sectors and areas. They articulate economic and labour market characteristics trends in skills and qualification supply, and employers' perspectives on the big skills issues affecting growth. Also set out key recommendations and actions for addressing skills challenges.	SIPs set out important information on trends within key sectors alongside plans for future change and development, which may be implemented locally. East Lothian was included in the Edinburgh and South East Scotland SIP and this can provide useful information for the EDS refresh. <sup>32</sup>
Regional Skills Assessments (2014)	RSAs cover a number of different geographies including college regions, city deal areas and local authorities. They offer an overview of the skills and economic base and employment within each area. <sup>33</sup>	RSAs offer key data to inform the refresh and review of the East Lothian strategy.

## Regional policy context

3.16 As well as at the UK and national levels, there have also been important changes in the regional economic development landscape since the publication of the East Lothian EDS in 2012. Of particular note for the review and refresh of the EDS is the establishment of the Edinburgh and South East Scotland (ESES) City Deal. The ESES City Deal comprises six local authorities – City of Edinburgh,

<sup>28</sup> [https://www.scottish-enterprise.com/~media/se\\_2013/documents/lscs%20manufacturing%20strategy.pdf?la=en](https://www.scottish-enterprise.com/~media/se_2013/documents/lscs%20manufacturing%20strategy.pdf?la=en)

<sup>29</sup> [https://www.scottish-enterprise.com/~media/se\\_2013/sectors/documents/scottish%20ib%20progress%20report%202015.pdf?la=en](https://www.scottish-enterprise.com/~media/se_2013/sectors/documents/scottish%20ib%20progress%20report%202015.pdf?la=en)

<sup>30</sup> [https://www.scottish-enterprise.com/~media/se\\_2013/documents/a%20manufacturing%20future%20for%20scotland.pdf?la=en](https://www.scottish-enterprise.com/~media/se_2013/documents/a%20manufacturing%20future%20for%20scotland.pdf?la=en)

<sup>31</sup> <http://www.gov.scot/Resource/0050/00509522.pdf>

<sup>32</sup> <http://www.skillsdevelopmentscotland.co.uk/what-we-do/partnerships/skills-investment-plans/>

<sup>33</sup> <http://www.skillsdevelopmentscotland.co.uk/what-we-do/partnerships/regional-skills-assessments/>

Fife, East Lothian, Midlothian, Scottish Borders and West Lothian – a region with around 1.4 million people and contributing more than £33 billion to the Scottish economy annually.

3.17 City Deals in Scotland are a UK and Scottish Government initiative to put cities and their environs in direct control of both exploiting their economic opportunities and tackling their challenges. City Deals are agreements between government and a city that give cities the necessary resources and control to: take charge and responsibility of decisions that affect their area; do what they think is best to help businesses grow; create economic growth; and decide how public money should be spent.<sup>34</sup> By encouraging Local Authorities to operate strategically at the regional level, they support a long-term focus on the priorities required to deliver positive outcomes in line with Scotland's Economic Strategy.

3.18 The Edinburgh and South East Scotland City Region deal was agreed in July 2017. The region boasts a number of economic and social strengths, such as high growth sectors with high job creation potential; an established, high quality Higher Education sector; high levels of business expenditure on R&D and innovation; and the cultural attractions and offers of the City of Edinburgh. However, the region suffers from relatively high levels of deprivation, particularly amongst children/young people, low paid and low skilled jobs, and a lack of mid-market housing. The City Deal, worth over £1.1 billion over the next 15 years, will aim to address these economic and social challenges.

3.19 The commitments of the City Deal currently sit under the following five headings, all of which will have direct or indirect impacts on East Lothian:

- **Research Development and Innovation:** The City Deal will commit up to £350 million of funding over 15 years to support innovation projects. This includes a Food and Drink Innovation Campus located at Queen Margaret University (QMU) in East Lothian to support and grow the national food and drink sector.
- **Employability and Skills:** Key commitments include support from the Scottish Government to improve collaboration between regional partners, which can deliver better outcomes for those living in the region. The regional partnership will be given £25 million annual funding over eight years to deliver an Integrated Regional Employability and Skills programme.
- **Transport:** Commitments under this heading include £120 million investment from the Scottish Government for improvements on the A720 City Bypass, which serves East Lothian.
- **Culture:** Plans include up to £20 million of funding from the UK and Scottish Governments for the delivery of a new IMPACT concert hall in Edinburgh.
- **Housing:** Partners have committed to a 10 year regional new housing programme. This includes plans for the development of new housing at seven key sites, including the Blindwells site in East Lothian, as well as key sites elsewhere in the region.<sup>35</sup>

## Local policy context

3.20 Finally, there have also been a number of important policy developments at the local level, which will inform the refresh and review of the EDS. Most recently, in 2017, the East Lothian Local Outcomes Improvement Plan 2017-2027 was published by the East Lothian Partnership. The three themes for the priorities of the plan are:

- **Prosperous:** this encompasses priorities to have a thriving local business base, a local populace that does not suffer from in-work poverty and better access to digital infrastructure

<sup>34</sup> <https://www.gov.uk/government/publications/2010-to-2015-government-policy-city-deals-and-growth-deals/2010-to-2015-government-policy-city-deals-and-growth-deals>

<sup>35</sup> ESES City Deal (2017) *Heads of Terms*

- **Community minded:** this includes priorities to ensure there are strong communities in East Lothian offering affordable living
- **Fair:** this theme arises in part from the East Lothian Poverty Commission report and its priorities include tackling the causes and effects of poverty in the area and reducing the gap between the richest and poorest in East Lothian.<sup>36</sup>

3.21 All three of these priorities link in with plans for economic development and can be used to help frame the EDS refresh.

3.22 Another important local strategic document, which will inform the refresh and review of the East Lothian EDS, is the East Lothian Proposed Local Development Plan 2016, which sets out a development strategy for the area to 2024 and beyond. Some of the relevant key priorities set out in the plan include town centre development to help grow the local economy, the provision of employment land in order that more people can work within the local area and a commitment to building 10,000 new homes over the next ten years to help make East Lothian a more attractive place to live and work in.<sup>37</sup>

3.23 Tourism has already been highlighted as an important sector for the East Lothian economy and as well as the National Tourism Plan, the East Lothian Tourism Action Plan 2016-2018 is another important document to inform the refresh and review of the Strategy. The Action Plan refers to key areas for growth such as: joining up different strands of tourism, engaging with national tourism schemes, identifying and filling gaps within already existing areas of strength such as golf and food & drink and developing possibilities within other areas such as wildlife, cycling and walking.<sup>38</sup>

3.24 Another key local development since the publication of the EDS has been the establishment of East Lothian Works in 2013. This is an employability and skills service which offers help and advice to those seeking work and skills as well as offering support to those looking to establish new businesses.<sup>39</sup> It represents an important addition to the local economic development landscape.

## 4 Existing programmes and interventions

4.1 This section details the existing programmes and interventions in East Lothian, including proposed City Deal projects, current skills services and developments at Cockenzie and within the tourism industry.

### Edinburgh and South East Scotland City Deal

4.2 The ESES City Deal includes several programmes and interventions that are of significant importance to East Lothian. There are a number of innovation-led investments, including associated infrastructure investment throughout the region, including industrial and business premises, to support businesses are able to engage with the data-driven innovation (DDI) opportunities offered through the City Deal's £350 million investment in DDI projects.

4.3 However, there are a number of interventions of specific relevance to East Lothian, namely: a Food and Drink Innovation Campus located at QMU; a new housing development at Blindwells; and an Integrated Regional Employability and Skills (IRES) programme. These interventions are detailed below.

<sup>36</sup> <http://www.eastlothian.gov.uk/downloads/file/9787/the-east-lothian-plan-single-outcome-agreement-2017>

<sup>37</sup> <http://www.eastlothian.gov.uk/downloads/file/11480/proposed-local-development-plan>

<sup>38</sup> <http://www.eastlothian.gov.uk/downloads/file/10981/east-lothian-tourism-action-plan-2016-2018>

<sup>39</sup> <http://www.eastlothian.gov.uk/info/200522/east-lothian-works>

## Edinburgh Innovation Park, QMU

4.4 Amongst the City Deal's innovation-focused investments, funding will be committed to support a Food and Drink Innovation Campus located at QMU in East Lothian to support and grow the national food and drink sector.

4.5 The Edinburgh Innovation Park will build on the existing food and drink infrastructure at QMU. The Scottish Centre for Food Development and Innovation (SCFDI) was opened at QMU in December 2014 to provide the Scottish food and drink industry with a combined space to undertake R&D and innovation activity to help access new export markets. This builds on QMU's reputation for food and drink research. SCFDI works with partners including Interface, Scottish Enterprise, Scotland Food and Drink and Business Gateway, and its facilities include a microbiology laboratory, a chemistry laboratory, an industry testing space for new technology and a sensory suite.

4.6 The East Lothian Food and Drink BID was created in 2016, establishing the East Lothian – Scotland's Food and Drink County branding. The BID has also sought to promote the products of members as 'made by us'.<sup>40</sup> QMU is soon to host the BID's administrative functions<sup>41</sup>, creating more streamlined support for this key sector in East Lothian.

## Housing

4.7 Regional partners have committed to delivering a ten year programme of new housing across the region. A large number of new homes will be delivered across the region, particularly through unlocking the following seven key sites, including Blindwells in East Lothian.

4.8 The Blindwells development has the potential for 6,000 new homes. The first phase of the plan includes 1,600 homes, 480 of which are affordable homes, the provision of business units, a primary school, a supermarket and green space.<sup>42</sup> This phase is due to commence shortly and be completed within 12-15 years. There is currently access to the Blindwells site via the A198, which is due to be widened, and the site is close to the A1. The initial construction for Phase One of the development could potentially create around 350 jobs.

## Employability and skills

4.9 The IRES programme aims to increase the capacity of current employability and skills delivery in the region, and also to increase the flow of disadvantaged groups into opportunities generated through the City Deal, as per the Inclusive Growth agenda. With £25 million over eight years, the IRES programme is aimed at reducing skills shortages and gaps and support those from disadvantaged groups to move into sustainable, good quality career opportunities.

4.10 The programme links in with various other City Deal interventions, including the housing strand, with the creation of a cross-agency Construction Skills group which includes representation from industry, education, skills agencies and local authorities to better plan for future demand. The group has identified a requirement for an additional c.4,000 FE/HE skills and the upskilling for almost 6,000 people over the next five years to satisfy demand. It is also to integrate with the DDI strand by training up the talent pipeline in DDI to support the city region's growth ambitions of being the 'data capital of Europe'.

4.11 The current ELC employability service, East Lothian Works, is a 'one-stop shop' which combines services for employers and those seeking employment. The service supports jobseekers and employers in East Lothian with recruitment and retention of staff, and training and workforce development. The

<sup>40</sup> <https://www.scotlandfooddrinkcounty.com>; <https://www.bids-scotland.com/news-centre/949-east-lothian-food-and-drink-bid>

<sup>41</sup> <https://www.qmu.ac.uk/news-and-events/news/20171025-food-and-drink-bid-comes-to-qmus-campus/>

<sup>42</sup> <http://www.bbc.co.uk/news/uk-scotland-edinburgh-east-fife-39431518>

centre, which is based in the Council's Haddington offices, also provides advice, guidance and signposting to funding for those looking to set up a business or relocate or expand an existing business.

4.12 For employers, the services include support with staff recruitment, retention and progression of staff. For adults seeking employment, East Lothian Works provides numeracy and literacy support, adult learning classes, work experience and employability training and a local employability directory, while for young people, the service offers Activity Agreements, opportunities to gain work experience placements, one-to-one mentoring with school pupils and a Disability Youth Transitions Service working with 15-20 year olds looking to move into a positive destination.

## Cockenzie masterplan

4.13 Another important development for employability in the local area has been plans for the development of the Cockenzie Power Station. As mentioned earlier, the power station has ceased operation and as preferred bidders, ELC are now at the masterplan stage for developing the site as an area of economic activity. The *Former Cockenzie Power Station & Surrounding Area Masterplan* outlines plans to develop 90,000m<sup>2</sup> of employment space and 3,500 new jobs, generating £66 million for the East Lothian economy. The masterplan splits the site into four zones. The Coastal zone would provide office, retail and offshore energy employment alongside recreational outlets. The Energy quarter will offer renewable energy opportunities again alongside retail and recreational outlets, whilst the Coal Store will be the main employment hub with manufacturing, office and training facilities. There are also plans to retain the Battle of Prestonpans site as an area of green space amidst the more built up areas of the development.<sup>43</sup>

## Tourism

4.14 Tourism is a key sector for East Lothian in terms of employment opportunities and bringing visitors and visitor spend into the local economy. Visitors are particularly attracted to the area for the natural landscape, the leisure activities, including golf, and the food and drink offer. This is reflected in the ELC Strategy which sets an objective for East Lothian to become 'Scotland's leading coastal, leisure and food and drink destination'.

4.15 A high proportion of visitors to East Lothian come from elsewhere in Scotland. East Lothian has marketed itself to visitors in recent years with the '*Wish You Were There...*'<sup>44</sup> initiative and, more recently, under the 'Edinburgh's Coast and Countryside' banner. There are a number of offers and events in the area that attract these visitors. In terms of festivals and events, the Fringe by the Sea, Lammermuir Festival, the Saltire Festival and the 3 Harbours Festival and just some of the events that attract visitors from outwith the area.

4.16 Golf is estimated to attract 100,000 visitors to East Lothian each year. The area has hosted high profile golfing events in recent years – The Open in 2013 at Muirfield Golf Links and the 2015 Scottish Open at Gullane Golf Club. The 2018 Scottish Open and Ladies Scottish Open will again be held at Gullane.

4.17 The East Lothian Tourism Action Plan for 2016-2018 outlines the following four areas for growth, which align with those set out in the EDS:

1. Identify and address gaps in tourism across all industry sectors including golf and food and drink for e.g. resort and brand hotels, increase weekend and evening offering
2. Develop tourism opportunities and projects around East Lothian's wildlife, coast, cycling, golf and walking. Food and drink trails.

<sup>43</sup>[http://www.eastlothian.gov.uk/info/204/local\\_development\\_plan/1850/former\\_cockenzie\\_power\\_station\\_and\\_surrounding\\_area\\_masterplan\\_report](http://www.eastlothian.gov.uk/info/204/local_development_plan/1850/former_cockenzie_power_station_and_surrounding_area_masterplan_report)

<sup>44</sup>[http://www.eastlothian.gov.uk/news/article/1167/wish\\_you\\_were\\_there](http://www.eastlothian.gov.uk/news/article/1167/wish_you_were_there)

3. Join up different strands of tourism offering e.g. golf, coast, town centres, attractions and food and drink and to develop projects to encourage longer stays and spend higher.
4. Encourage use of national schemes as and when appropriate e.g. Go Rural and initiatives with VisitScotland such as themed years.

## 5 Key observations and next steps

### Summary of progress to date

5.1 One of the primary strategic goals of the EDS, to increase the business base by 350 businesses by 2022, has been well exceeded to date. East Lothian saw an increase of 620 businesses between 2010 and 2017, and this is a very positive result for ELC. The other strategic goal, to increase employment by 7,500 jobs to 2022 and therefore raise job density to that of surrounding authorities, has seen slower growth.

5.2 The Invest in East Lothian Programme, delivered by ELC and East Lothian Works, has helped to market East Lothian's employment and business offer and act as an advice service to potential inward investors. Materials have been developed to highlight the benefits of East Lothian as a business location, including the access to a highly qualified labour pool, the relatively low costs and the proximity to Scotland's capital city. This strategic marketing programme is likely to have had an impact on the strong business base growth in recent years.

5.3 East Lothian Works, ELC's skills and employability service, was launched in 2013 shortly after the EDS. The service offers support to young people and adults looking to enter employment and also supports employers with the recruitment, retention and progression of staff. Since the service was launched, employment and, particularly, youth unemployment has fallen in East Lothian, although this will be due to a combination of factors and not wholly attributable to East Lothian Works. The Youth Unemployment Plan was launched in 2017/18 and East Lothian has also participated in DYW, further reinforcing ELC's commitment to tackling youth unemployment.

5.4 Strong progress has been made within the tourism sector in East Lothian, and this is expected to continue through to 2022. Following from recommendations in the EDS to exploit opportunities to host large-scale events in the area, East Lothian hosted The Open in 2013 and the Scottish Open in 2015 and will once again host the Scottish Open in 2018. East Lothian Tourism Action Plan, highlighting areas for growth in the industry, was launched covering the period 2016 to 2018. There has also been developments in the Marketing branding, such as 'Edinburgh's Coast and Countryside', has also been developed to attract visitors, mainly from elsewhere in Scotland.

5.5 Although not an explicit target in the EDS, there have also been strong developments in East Lothian's food and drink sector. The Scottish Centre for Food Development and Innovation (SCFDI) was opened in 2014 at QMU and is to host East Lothian's Food and Drink BID. The City Deal presents further opportunities to enhance and grow R&D and innovation in the food and drink sector at QMU.

### Key challenges for East Lothian

5.6 There has been significant policy and wider political change in the five years or so since the publication of the EDS, and the policy environment will arguably continue to change in the short term. The refreshed EDS will need to reflect this changing context, as well as anticipate any future policy challenges.

5.7 East Lothian has performed well in terms of business creation, and many of these have been in the Professional, Scientific and Technical sector, a recognised high-value sector. However, going

forward greater attention could be paid to where business growth occurs, and ensure that this is in line with East Lothian, City Deal and Scottish Government priorities.

5.8 Creating skilled, well-paid employment in East Lothian continues to be a challenge for ELC. East Lothian continues to lag well behind the national average for job density, and behind the benchmarks of Fife and the Scottish Borders, despite incremental improvements. However, large-scale proposed developments, such as the new town at Blindwells, have the opportunity to create significant construction employment, which will be supported through the new IRES programme which will have a particular focus on construction skills.

5.9 Connectivity remains a challenge for East Lothian, and improvements in transport links have been slow since the 2012 EDS, despite new bus routes being introduced throughout the area. The ESES City Deal proposes an opportunity to improve transport links for East Lothian. The transport strand of the City Deal has committed investment for improvements to the A720 City Bypass which serves East Lothian.

5.10 The amount of usable land for employment in East Lothian remains low, and this is a restriction when attempting to attract inward investment to the area. However, there are plans to develop the former Cockenzie Power Station site into 90,000m<sup>2</sup> of employment space. This will alleviate some of the constraints on business space and support the creation of a large number of jobs.

5.11 A key requirement for the refreshed EDS will be to ensure that there is a clear logic chain from aims and objectives through to intended outcomes and benefits. To help this, wherever possible, targets and indicators should be SMART (Specific, Measurable, Achievable, Realistic, Time-bound).

## Next steps in developing the refreshed EDS

5.12 The next steps for the strategy are for the consultant team to complete a Local Economic Assessment, detailing the latest economic data on East Lothian e.g. employment, business base, qualifications, population, earnings, GVA and sectoral trends. This baseline will form part of the final EDS.

5.13 The consultant team will then consult with key stakeholders in East Lothian through a series of workshops. These workshops will be used to test the State of Play and Local Economic Assessment analysis and to establish key priorities for the EDS. The workshops will be held with East Lothian Council staff, Strategic Economic Partnership members, Tourism and Food and Drink representatives, East Lothian Area Partnerships, and the Third Sector interface.

5.14 Following the fieldwork, the Draft EDS will be produced and key stakeholders will be given the opportunity to comment. The Final EDS will then be presented to the Steering Group at a launch event.



# East Lothian Partnership

## **East Lothian Economic Development Strategy Review and Refresh EXECUTIVE SUMMARY for**

**East Lothian Council on behalf of the East Lothian  
Partnership Connected Economy Group**

**ANNEX 2**

**October 2018**

Report completed/submitted by:	Richard Weaver
Proof check completed by:	Jeremy Hanks
Date:	23 <sup>rd</sup> October 2018
Report reviewed by:	Pamela Reid
Date:	23 <sup>rd</sup> October 2018

## Executive summary

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### Overview

The central purpose of the East Lothian Economic Development Strategy for 2012 to 2022 is to identify the opportunities which East Lothian can exploit to maximise its sustainable economic competitiveness. In doing so, the Strategy provides a framework which will guide and drive forward a more joined up approach to economic development across East Lothian's Local Outcomes Improvement Plan. The aims of the refresh were as follows:

- To evaluate progress made with the Strategy to date (early to mid-2018) against the baseline indicators set;
- To review Strategy objectives and targets within the context of the significant changes in the current landscape; and
- To refresh the Strategy accordingly.

The review and refresh of East Lothian's Economic Development Strategy (EDS) has been driven by substantial changes in the policy context at UK, Scotland, regional and local level in recent years. The scale of change within East Lothian has been considerable, with new challenges and opportunities in place and emerging.

### Performance

Performance against the strategic goals of the original EDS has been broadly good. One of the primary strategic goals of the EDS, to increase the business base by 350 businesses by 2022, has been well exceeded to date, with an increase of 620 businesses between 2010 and 2017. The other, to increase employment by 7,500 jobs to 2022 and thus raise job density to that of surrounding authorities, has seen slower growth.

There have been a number of other achievements. The Invest in East Lothian Programme has helped to market East Lothian's employment and business offer and act as an advice service to potential inward investors. East Lothian Works was launched in 2013 and offers support to young people and adults looking to enter employment and employers looking to recruit, retain and progress staff. Employment and particularly youth unemployment has fallen as a result. The Youth Unemployment Plan was launched in 2017/18 and East Lothian has also fully participated in Developing the Young Workforce (DYW).

Strong progress has been made within the tourism sector in East Lothian, and this is expected to continue through to 2022. The East Lothian Tourism Action Plan has been developed and updated every two years and there have been improvements to overall branding, such as 'Edinburgh's Coast and Countryside'. There have also been strong developments in East Lothian's food and drink sector. The Scottish Centre for Food Development and Innovation (SCFDI) was opened in 2014 at QMU and hosts East Lothian's Food and Drink BID, the first such BID for Food and Drink.

### Local Economic Assessment

East Lothian has one of the fastest growing populations in Scotland and this is expected to continue to 2041. However, the proportion of people of working age is below the Scottish average, and the population is ageing, which is a challenge for the supply of labour and the dependency ratio.

The business base in East Lothian has demonstrated strong growth in recent years, and number of jobs in East Lothian has been growing at a faster rate than the ESES region and nationally, although this is expected to slow to 2028. East Lothian residents tend to work in higher skilled occupations; however

many commute out of East Lothian to Edinburgh for employment. Within East Lothian itself the job opportunities tend to be more lower skilled. There is a particularly high rate of part-time and self-employed working in East Lothian.

There is forecast to be strong growth in employment in the high-value Professional, Scientific and Technical sector in future. The challenge will be to realise this growth to ensure a supply of well-paid local jobs for the growing population.

Since the global economic downturn East Lothian's growth in GVA and productivity has lagged behind the ESES region and Scotland for most of the last decade. However, Business Expenditure on Research and Development (BERD) has grown significantly and the ESESCRD is likely to enhance job creation.

The number of school pupils has grown over the last two decades and is expected to continue, against the national trend. School leaver attainment is broadly in line with national averages, although the percentage of East Lothian school leavers entering directly into employment is above the national average.

## Key issues

East Lothian's strengths are in its diverse business base with sectoral strengths in food and drink, tourism and Higher Education, entrepreneurial culture, skilled workforce, proximity to Edinburgh and its quality of life.

Weaknesses are its lack of large employers, the rate of out-commuting for employment, pockets of deprivation in Musselburgh, Wallyford and Prestonpans, limited land availability for economic use in areas of high demand, and poor transport connectivity. There are also key challenges in creating skilled, well-paid employment in East Lothian, despite business creation rates. The amount of usable land for employment in East Lothian remains low, albeit addressed through the East Lothian Local Development Plan 2018, and physical and digital connectivity is also a continuing challenge. Brexit undoubtedly presents a range of labour market and trade implications, and likewise the loss of European funding. There are other challenges including responding to demographic change, town centre regeneration and boosting the rural economy, and addressing infrastructure issues.

Despite this, there are significant opportunities for East Lothian. Inclusion in the £1.3 billion Edinburgh South East Scotland City Region Deal is a key opportunity for East Lothian, and it will be important to ensure East Lothian optimises potential economic and social benefits through close partnership working including the opportunity to develop aligned initiatives and funding mechanisms available through the City Deal. An important opportunity going forward is to promote East Lothian through the development of an overarching set of propositions for economic development.

The former Cockenzie Power Station site is now in council ownership and control, and unlocking the site and adjacent assets is a key development opportunity for East Lothian. Alongside the developments at Blindwells and QMU, these offer the potential to create significant construction and subsequent high-value employment and business creation. There are also other opportunities around tourism, food and drink and emerging sectors for East Lothian.

## The Refreshed Economic Development Strategy

The Strategy contributes directly to economic development objectives set out in The East Lothian Plan and Local Outcomes Improvement Plan, and also the recently adopted Local Development Plan. The overall Strategy is set within a strategic framework for delivery.

There are two strategic goals around businesses and jobs:

- To increase the number of businesses in East Lothian with growth potential (**BUSINESSES**); and
- To increase the proportion of East Lothian residents working in and contributing to East Lothian's economy (**JOBS**)

The strategic goals are supported by five strategic objectives:

- To be the best connected place in Scotland to set up and grow an innovative business
- To be Scotland's leading coastal, leisure and food & drink destination
- To explore and develop regional opportunities to support economic development and to encourage study, work, investment and spend in East Lothian
- To provide high quality employment pathways for East Lothian's workforce
- To become Scotland's most sustainable and digitally-connected local economy

To help deliver the Strategy, seven strategic workstreams have been identified:

- Develop a set of propositions for East Lothian to attract investment
- Prepare strategic sites for development and marketing – including Cockenzie, Blindwells, QMU (ESESCRD) and other public sector assets
- Improve the economic performance of East Lothian's key sectors
- Improve East Lothian's connectivity
- Enhance East Lothian's business support infrastructure and make the most of our assets
- Energise East Lothian's town centres and rural economy
- Develop more sustainable employment and training pathways for all in East Lothian

Overarching the strategic workstreams is the Edinburgh and South East Scotland City Region Deal and the activities that will impact East Lothian. Each project must take cognisance of the Deal and capture benefits that can be delivered through it.

### **Implementing the Refreshed Economic Development Strategy**

To support the delivery of the refreshed EDS, there is a revised set of targets and accompanying Monitoring and Evaluation Framework (MEF), as well as an Action Plan setting out key actions, tasks and responsibilities against each of the Strategic Workstreams.

This refreshed strategy will enable East Lothian to proactively respond to a rapidly changing policy context.



# East Lothian Partnership

**East Lothian Economic Development Strategy  
Action Plan 2018-20 and  
Monitoring & Evaluation Framework  
Review and Refresh  
for  
East Lothian Council on behalf of the East Lothian  
Partnership Connected Economy Group  
October 2018**

## **ANNEX 3**

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Proof check completed by:	Rachel Allan
Date:	23 <sup>rd</sup> October 2018
Report reviewed by:	Pamela Reid
Date:	23 <sup>rd</sup> October 2018



# 1 Action Plan

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## Overview

1.1 The refreshed Economic Development Strategy for East Lothian sets out two major strategic goals. These are:

- **BUSINESSES:** To increase the number of businesses in East Lothian with growth potential.
- **JOBS:** To increase the proportion of East Lothian residents working in and contributing to East Lothian's economy.

1.2 In order to deliver the two strategic goals, five strategic objectives have been set. These are:

- To be the best connected place in Scotland to set up and grow an innovative business
- To be Scotland's leading coastal, leisure and food & drink destination
- To explore and develop regional opportunities to support economic development and to encourage study, work, investment and spend in East Lothian
- To provide high quality employment pathways for East Lothian's workforce
- To become Scotland's most sustainable and digitally-connected local economy

1.3 This action plan sets out the required actions to ensure and guide the implementation of the Strategy. The next section sets out the individual projects that will help to realise the Strategy's strategic goals and objectives. The Strategy has identified seven strategic workstreams. Within each, there are distinct actions that need to be taken forward. Lead responsibility and partners involved in delivery for each are indicatively identified, along with the priority and anticipated timescale for each.

## Action plan

#	Project	Key actions	Lead responsibility	Partners	Priority	Timescale
1	Developing a set of propositions for East Lothian	<ul style="list-style-type: none"> <li>• Develop an over-arching proposition and set of accompanying propositions for East Lothian to cover all aspects of socio-economic development in the area.</li> <li>• Develop a prospectus for East Lothian that does the following:                             <ul style="list-style-type: none"> <li>○ Details a proposition to encourage businesses and people to invest, live, work and learn in East Lothian.</li> <li>○ Sets out the values as well as the objectives for the development of the local authority area (such as inequalities, employability, inclusive growth).</li> <li>○ Identifies key assets for the area, e.g. business, Higher Education and R&amp;D, tourism, town centres, location, accessibility, environment, etc., and present them as a 'portfolio', clearly articulating how these combine to form East Lothian's USP.</li> <li>○ Establishes the 'offer' and 'ask' for current and prospective businesses, stakeholders and partners, residents, developers and visitors.</li> <li>○ Sets out an inward investment proposition, recognising the 'Team Scotland' approach adopted by Scottish Development International, and identifying what networks can be exploited to maximise its potential.</li> <li>○ As part of the proposition, partners should develop an individual prospectus for each of East Lothian's towns outlining their economic development/investment/tourism offer</li> </ul> </li> <li>• Join up existing East Lothian brands where feasible and promote the East Lothian brand to current and potential businesses, residents and visitors – working closely with Scottish Enterprise, Scottish Development International and Visit Scotland.</li> <li>• Encourage wider engagement with East Lothian partners, key business influencers and residents as ambassadors and champions, to 'sell' what East Lothian has to offer to wider audiences.</li> <li>• Consider how East Lothian Council and its strategic partners can best deploy existing resources to deliver</li> </ul>	East Lothian Community Planning Partnership Connected Economy Group	East Lothian Council  Scottish Enterprise/Scottish Development International  Skills Development Scotland  ESESCRD  VisitScotland  Visit East Lothian  East Lothian Golf Tourism Alliance/East Lothian Tourism Attractions Group  East Lothian Food and Drink BID  QMU  Mid- and East Lothian Chamber of Commerce  Federation of Small Businesses  Other local Business Groups/Fora  Area Partnerships	High	Short-Medium term

#	Project	Key actions	Lead responsibility	Partners	Priority	Timescale
		the proposition, improve the area's offer, and ensure that East Lothian can influence the regional approach emerging through the ESESCRD.		Scottish Government Marketing Edinburgh  Edinburgh College		
2	Prepare strategic sites for development and marketing (including Cockenzie, Blindwells, QMU (ESESCRD), other public sector assets)	<ul style="list-style-type: none"> <li>• Take a collaborative approach and work with strategic partners, developers, Further and Higher Education providers and communities to deliver major development and infrastructure projects, across public, private, academic and third sectors. These projects are initially defined as Cockenzie, Blindwells, QMU (through ESESCRD), coastal sites and emerging redundant public sector assets as economic development opportunity. Utilise partners' and others specialist technical and financial input. <ul style="list-style-type: none"> <li>○ Where necessary and at the appropriate time, develop detailed development proposals for these sites. In doing so, due cognisance should be given to examples of best practice elsewhere in Scotland, such as Inverness Campus, and the Diageo site in Kilmarnock.</li> <li>○ The QMU Innovation Hub outline business case details the timescale, outcomes, impacts and funding required. This should act as guiding document for preparatory work during the period of this strategy.</li> <li>○ Blindwells will be a 'new town' with the first houses being built during 2018/19. It will be important to ensure that economic benefits and that the ESESCRD project are both realised</li> </ul> </li> <li>• Align major development and infrastructure opportunities to East Lothian's existing priority sectors, as well as any emerging sector or technological opportunities.</li> <li>• As far as possible, identify how the development can be 'future-proofed', e.g. incorporation of renewable energy and other sustainability features, purpose-built ducting to accommodate future infrastructure roll-out such as ultrafast broadband.</li> <li>• Identify and explore opportunities to deliver education and training opportunities through the site's construction</li> </ul>	East Lothian Council	East Lothian Community Planning Partnership Connected Economy Group  ESESCRD Developers Scottish Futures Trust  Scottish Enterprise/Scottish Development International  Skills Development Scotland  QMU  Mid- and East Lothian Chamber of Commerce  Federation of Small Businesses  Area Partnerships Transport Scotland  Local communities  Forth Ports	High	Medium-Long term

#	Project	Key actions	Lead responsibility	Partners	Priority	Timescale
		<p>and operational phases, e.g. through construction apprenticeships, Community Benefit clauses, Further/Higher Education hubs, etc.</p> <ul style="list-style-type: none"> <li>Explore the potential to provide business incubation space, start-up units and business ‘touch-down’ space to support the nurturing of business start-ups and entrepreneurialism in East Lothian, as well as to capitalise on linkages with QMU and the Edinburgh Innovation Park, and encourage potential spin-outs to locate in East Lothian. (linked to Project 1)</li> </ul>		NHS		
3	Improve the economic performance of East Lothian's key sectors	<ul style="list-style-type: none"> <li>Agree and resource the refresh and development of Action/Implementation Plans for East Lothian's priority sectors. Emphasis should be placed initially on Tourism, Food and Drink, Care, Industrial Biotechnology and Renewables.</li> <li>For Tourism, the existing Action Plan's delivery should be evaluated, and refreshed accordingly. The Action Plan should continue to address the following in the first instance: <ul style="list-style-type: none"> <li>Identified gaps in the tourism offer;</li> <li>The development of East Lothian's wildlife, coast, cycling and walking opportunities (outdoor tourism) ; and</li> <li>The need to better join up different strands of the tourism and Food and Drink offer.</li> </ul> </li> <li>Maximise the key assets in East Lothian to support sector development, e.g. Industrial Biotechnology at QMU, heritage assets such as John Muir in support of tourism, etc.</li> <li>Help to grow and develop East Lothian's Food and Drink BID to showcase East Lothian's food and drink across Scotland and UK. This may include exploring the need/demand for development of a business mentoring scheme of small/start-up food and drink businesses to support growth and expansion of upstream activities, exporting, product development, access to markets, etc.</li> <li>Develop a more co-ordinated approach to unlocking the area's potential as an events and business tourism destination, and attract major events to East Lothian on</li> </ul>	East Lothian Council	<p>East Lothian Community Planning Partnership Connected Economy Group</p> <p>VisitScotland</p> <p>Tourism stakeholders and businesses</p> <p>Scottish Enterprise/Scottish Development International</p> <p>SE account management</p> <p>Skills Development Scotland</p> <p>QMU</p> <p>Mid- and East Lothian Chamber of Commerce</p> <p>Federation of Small Businesses</p>	Medium-High	Short-Medium term

#	Project	Key actions	Lead responsibility	Partners	Priority	Timescale
		<ul style="list-style-type: none"> <li>a more regular basis – e.g. golf championships, conferences, festivals.</li> <li>For Industrial Biotechnology, scope out the requirement for an action plan that maximises the potential from capabilities at QMU and the Edinburgh BioQuarter, the Edinburgh Innovation Park development, and key existing East Lothian companies.</li> <li>Develop joint offers/cross-marketing with Edinburgh to exploit complementary opportunities and make the most of regional initiatives.</li> </ul>		<p>Visit East Lothian</p> <p>East Lothian Food and Drink BID</p> <p>Scottish Food &amp; Drink Federation</p> <p>East Lothian Works</p> <p>ESESCRD</p>		
4	Improve East Lothian's connectivity	<ul style="list-style-type: none"> <li>Maximise the opportunity presented by strategic transport infrastructure improvements delivered through the ESESCRD to unlock additional transport infrastructure improvements across the local authority area.</li> <li>Enhance and better integrate public transport provision and connectivity, by: <ul style="list-style-type: none"> <li>Examining the potential for timetable scheduling with transport providers to reduce connection times and enhance multi-modal journeys.</li> <li>Explore the potential for public transport interchanges across East Lothian.</li> <li>Work to improve rural transport connectivity.</li> </ul> </li> <li>Explore opportunities to encourage and support more sustainable and healthy modes of transport, e.g. cycling, through the provision and promotion of more cycleways and dedicated cycle lanes, and Green Active Travel Corridors.</li> <li>Explore opportunities to deliver public transport through innovative alternative means (e.g. social economy model).</li> <li>Support increased levels of digital inclusion and speed across East Lothian, to help businesses and communities take advantage of improved broadband infrastructure and mobile network coverage.</li> </ul>	East Lothian Council	<p>Scottish Government</p> <p>Abellio Scotrail</p> <p>Transport Scotland</p> <p>East Coast Buses</p> <p>Bus companies</p> <p>Sustrans Scotland</p> <p>Social economy Sector</p> <p>BT</p> <p>Digital Scotland</p> <p>Area partnerships</p> <p>Edinburgh College</p> <p>ESESCRD</p>	Medium-High	Medium term

#	Project	Key actions	Lead responsibility	Partners	Priority	Timescale
		<ul style="list-style-type: none"> <li>Lobby the Scottish Government to dual the A1 to the Scotland-England border, as an important strategic transport route for East Lothian.</li> </ul>				
5	Enhance East Lothian's business support infrastructure and make the most of assets	<ul style="list-style-type: none"> <li>Make the most of the knowledge and experience of local business influencers to help support East Lothian businesses and entrepreneurs.</li> <li>Better joining up of SE's account management service, Business Gateway, East Lothian Works, Chambers of Commerce, FSB and East Lothian Council's business/economic development services to better encourage businesses to grow, convert lifestyle businesses, and secure a strong pipeline of growth and potential high-growth businesses.</li> <li>Build low carbon planning, energy efficiency and sustainability advice into the East Lothian business support ecosystem.</li> <li>Review demand for East Lothian's business premises and explore opportunities to enhance local business premises offer</li> </ul>	East Lothian Council	East Lothian Community Planning Partnership Connected Economy Group  Scottish Enterprise/Scottish Development International  Business Gateway  Scottish Government  Skills Development Scotland  QMU  Edinburgh College  Mid- and East Lothian Chamber of Commerce  Federation of Small Businesses  Other local Business Groups/Forums  East Lothian Works  Transport Scotland	Medium	Short-Medium term

#	Project	Key actions	Lead responsibility	Partners	Priority	Timescale
				Voluntary and social enterprise sector		
6	Energise East Lothian's town centres and rural economy	<ul style="list-style-type: none"> <li>In line with the development of prospectuses through Strategic Workstream 1, develop and market distinctive branding of each town which builds on each town's existing assets.</li> <li>Develop, support and market East Lothian's rural economy and associated opportunities.</li> <li>Support local efforts to enhance East Lothian's town centres, improve the retail and visitor experience, and make improvements to street scenes, parking provision, amenities, etc.</li> <li>Encourage town centre development, and support mixed uses in town centres to enhance sustainability and resilience by: <ul style="list-style-type: none"> <li>Exploring and taking advantage of opportunities to developing business space within town centres;</li> <li>Identifying opportunities for community and social use of premises in town centres, recognising the shift in retail trends, and changing nature of high streets; and</li> <li>Considering alternative commercial uses of town centre and rural assets.</li> </ul> </li> <li>Provide continued support for local retailers and businesses through 'shop local schemes', farmers' markets, making connections to East Lothian Food &amp; Drink.</li> <li>Work to extend and encourage 'shoulder season' tourism activity and evening economy activity in towns.</li> </ul>	East Lothian Council	East Lothian Community Planning Partnership Connected Economy Group  Mid- and East Lothian Chamber of Commerce  Federation of Small Businesses  East Lothian Works  Local Business Groups/Fora  Area partnerships  Voluntary and social enterprise sector  Town centre business, rural business and other interest groups and stakeholders	Medium-High	Medium term
7	Develop more sustainable employment and training pathways for all in East Lothian	<ul style="list-style-type: none"> <li>Ensure a smooth and well-communicated learner journey across East Lothian's learning and employability pathways.</li> <li>Seek opportunities to enhance the delivery of East Lothian Works, and enhance complementarity with the Integrated Regional Employability and Skills (IRES) programme to maximise opportunity and join up learning and employability services.</li> </ul>	Skills Development Scotland	East Lothian Council  East Lothian Works  Skills Development Scotland  DYW (Developing the Young Workforce)	Medium-High	Short-Medium term

#	Project	Key actions	Lead responsibility	Partners	Priority	Timescale
		<ul style="list-style-type: none"> <li>• Align skills provision with industry need in East Lothian through work placements, education-industry partnerships, etc.</li> <li>• Embed employability attributes and skills into the curriculum from as early an age as possible so building resilience, flexibility and team working.</li> <li>• Work with DYW Edinburgh, Midlothian and East Lothian to:                             <ul style="list-style-type: none"> <li>○ Increase the involvement of local businesses in supporting youth transitions – e.g. enterprise education in schools, work experience placements, apprenticeships.</li> <li>○ Develop mentoring of young people in and from school into Further Education or employment.</li> <li>○ Provide opportunities for young people to develop entrepreneurial skills and align these with other programmes and options.</li> <li>○ Deliver the East Lothian Guarantee.</li> </ul> </li> <li>• Ensure continued accessibility of FE and training opportunities for East Lothian’s young people, such as through local delivery by the school-college partnership, and the provision of transport passes.</li> <li>• Seek opportunities to increase the number of apprenticeships and National Training Programmes opportunities taken up by young people in East Lothian. This should include the increasing opportunities for Graduate Level Apprenticeships. Align with the East Lothian Workforce Plan (ELC and SDS)</li> <li>• Identify need/demand for life-long learning opportunities, and help East Lothian residents to upskill, change careers, or return to the labour market.</li> </ul>		<p>Edinburgh, Midlothian and East Lothian</p> <p>QMU</p> <p>Edinburgh College</p> <p>Local employers</p> <p>DWP/Job Centre Plus</p> <p>STRIVE/3<sup>rd</sup> sector</p>		



## Monitoring and evaluation framework

1.4 The following table sets out a monitoring and evaluation framework for the delivery of the refreshed East Lothian Economic Development Strategy and action plan.

1.5 We recognise that some indicators will be progressed as an indirect result of work on other indicators, for example an increase in BERD will not be directly achieved by East Lothian Council, more by supporting an increase in the business base and other improvements. These indicators are included in the monitoring and evaluation framework as a means of measuring the impact of the Strategy.

Indicator	Baseline	Target	Timeframe	Notes
Increase the business base	3,180	3,300	2022	Baseline is for 2018. Source: UK Business Counts, NOMIS.
Increase the number of businesses accessing support services	237	400	2022	Baseline is for 2016/17 and includes businesses supported by Business Gateway (134), East Lothian Works (69), SDI (24) and SDP (10). Source: SLAED Indicators Framework.
Increase number of businesses in growth pipeline/ accepted for SE account management <i>Number of actively innovating businesses</i>	5	6	2019	Baseline is for 2017/18 target. <i>It should be noted that there is a limit to the number of businesses accepted for account management.</i> Source: East Lothian Council.
Increase employment	28,500	34,000	2022	Baseline is for 2015. Source: Business Register and Employment Survey, NOMIS.
Increase job density (jobs per working age population)	0.55	0.60	2022	Baseline is for 2016 Source: Business Register and Employment Survey, NOMIS, and Mid-Year Population Estimates, NOMIS.
Increase new/safeguarded jobs from completed inward investment projects	0/0	140/100	2022	Baseline is for 2016/17. Aligned to SLAED indicators. Source: SLAED Indicators Framework.
Increase amount of available development-ready employment land and economic assets <sup>1</sup> <i>Particularly for high value employment use</i>	0m <sup>2</sup>	+100,000m <sup>2</sup>	2022	Baseline is for 2015. Please note that the Cockenzie site (90,000m <sup>2</sup> ) accounts for the vast majority of the target increase. Source: SLAED Indicators Framework and Employment Land Audit.
Decrease town centre vacancy rate	5.6%	5%	2022	Baseline is for 2016/17. Aligned to SLAED indicators. Source: SLAED Indicators Framework.

<sup>1</sup> This is based on the 2015 Employment Land Audit, and contrasts with the amount of available land allocated for employment use in the recently adopted East Lothian Local development Plan 2018

Indicator	Baseline	Target	Timeframe	Notes
Increase workplace:residence earning ratio	0.94	1	2022	Baseline is for median gross weekly earnings for full time workers in 2016. Aligned to SLAED indicators. Source: Annual Survey of Hours and Earnings, NOMIS.
Increase BERD	£3.9m	£5m	2022	Baseline is for 2016. Source: Scottish Government Gross Expenditure on R&D.
Maintain level of apprenticeship starts	550	550	2019	Baseline is for 2017/18. Please note this is an annual target of starts that is to include Modern, Graduate and Foundation Apprenticeships. Source: Skills Development Scotland.
Increase tourist visitors	1.35m	1.5m	2022	Baseline is for 2016. Source: STEAM.
Increase % of tourists staying overnight	32%	35%	2022	Baseline is for 2016. Source: STEAM.
Increase superfast broadband connectivity	92.1%	100%	2022	Baseline is for 2018. Source: thinkbroadband.com

# East Lothian Partnership

**East Lothian Economic Development Strategy  
Review and Refresh  
for  
East Lothian Council on behalf of the East Lothian  
Partnership Connected Economy Group**

## **ANNEX 4**

**October 2018**

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Date:	23 <sup>rd</sup> October 2018

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## Executive summary

### Overview

The central purpose of the East Lothian Economic Development Strategy for 2012 to 2022 is to identify the opportunities which East Lothian can exploit to maximise its sustainable economic competitiveness. In doing so, the Strategy provides a framework which will guide and drive forward a more joined up approach to economic development across East Lothian's Local Outcomes Improvement Plan. The aims of the refresh were as follows:

- To evaluate progress made with the Strategy to date (early to mid-2018) against the baseline indicators set;
- To review Strategy objectives and targets within the context of the significant changes in the current landscape; and
- To refresh the Strategy accordingly.

The review and refresh of East Lothian's Economic Development Strategy (EDS) has been driven by substantial changes in the policy context at UK, Scotland, regional and local level in recent years. The scale of change within East Lothian has been considerable, with new challenges and opportunities in place and emerging.

### Performance

Performance against the strategic goals of the original EDS has been broadly good. One of the primary strategic goals of the EDS, to increase the business base by 350 businesses by 2022, has been well exceeded to date, with an increase of 620 businesses between 2010 and 2017. The other, to increase employment by 7,500 jobs to 2022 and thus raise job density to that of surrounding authorities, has seen slower growth.

There have been a number of other achievements. The Invest in East Lothian Programme has helped to market East Lothian's employment and business offer and act as an advice service to potential inward investors. East Lothian Works was launched in 2013 and offers support to young people and adults looking to enter employment and employers looking to recruit, retain and progress staff. Employment and particularly youth unemployment has fallen as a result. The Youth Unemployment Plan was launched in 2017/18 and East Lothian has also fully participated in Developing the Young Workforce (DYW).

Strong progress has been made within the tourism sector in East Lothian, and this is expected to continue through to 2022. The East Lothian Tourism Action Plan has been developed and updated every two years and there have been improvements to overall branding, such as 'Edinburgh's Coast and Countryside'. There have also been strong developments in East Lothian's food and drink sector. The Scottish Centre for Food Development and Innovation (SCFDI) was opened in 2014 at QMU and will host East Lothian's Food and Drink BID, the first such BID for Food and Drink.

### Local Economic Assessment

East Lothian has one of the fastest growing populations in Scotland and this is expected to continue to 2041. However, the proportion of people of working age is below the Scottish average, and the population is ageing, which is a challenge for the supply of labour and the dependency ratio.

The business base in East Lothian has demonstrated strong growth in recent years, and number of jobs in East Lothian has been growing at a faster rate than the ESES region and nationally, although this is

expected to slow to 2028. East Lothian residents tend to work in higher skilled occupations; however many commute out to Edinburgh for employment. Within East Lothian itself the job opportunities tend to be more lower skilled. There is a particularly high rate of part-time and self-employed working in East Lothian.

There is forecast to be strong growth in employment in the high-value Professional, Scientific and Technical sector in future. The challenge will be to realise this growth to ensure a supply of well-paid local jobs for the growing population.

Since the global economic downturn East Lothian's growth in GVA and productivity has lagged behind the ESES region and Scotland for most of the last decade. However, Business Expenditure on Research and Development (BERD) has grown significantly and the ESESCRD is likely to enhance job creation.

The number of school pupils has grown over the last two decades and is expected to continue, against the national trend. School leaver attainment is broadly in line with national averages, although the percentage of East Lothian school leavers entering directly into employment is above the national average.

## Key issues

East Lothian's strengths are in its diverse business base with sectoral strengths in food and drink, tourism and Higher Education, entrepreneurial culture, skilled workforce, proximity to Edinburgh and its quality of life.

Weaknesses are its lack of large employers, the rate of out-commuting for employment, pockets of deprivation in Musselburgh, Wallyford and Prestonpans, limited land availability for economic use in areas of high demand, and poor transport connectivity. There are also key challenges in creating skilled, well-paid employment in East Lothian, despite business creation rates. The amount of usable land for employment in East Lothian remains low, albeit addressed through the East Lothian Local Development Plan 2018, and physical and digital connectivity is also a continuing challenge. Brexit undoubtedly presents a range of labour market and trade implications, and likewise the loss of European funding. There are other challenges including responding to demographic change, town centre regeneration and boosting the rural economy, and addressing infrastructure issues.

Despite this, there are significant opportunities for East Lothian. Inclusion in the £1.3 billion Edinburgh South East Scotland City Region Deal is a key opportunity for East Lothian, and it will be important to ensure East Lothian optimises potential economic and social benefits through close partnership working including the opportunity to develop aligned initiatives and funding mechanisms available through the City Deal. An important opportunity going forward is to promote East Lothian through the development of an overarching set of propositions for economic development.

The Cockenzie site is now in council ownership and control, and unlocking the site and adjacent assets is a key development opportunity for East Lothian. Alongside the developments at Blindwells and QMU, these offer the potential to create significant construction and subsequent high-value employment and business creation. There are also other opportunities around tourism, food and drink and emerging sectors for East Lothian.

## The Refreshed Economic Development Strategy

The Strategy contributes directly to economic development objectives set out in The East Lothian Plan and Local Outcomes Improvement Plan, and also the recently adopted Local Development Plan. The overall Strategy is set within a strategic framework for delivery.

There are two strategic goals around businesses and jobs:



- To increase the number of businesses in East Lothian with growth potential (**BUSINESSES**); and
- To increase the proportion of East Lothian residents working in and contributing to East Lothian's economy (**JOBS**)

The strategic goals are supported by five strategic objectives:

- To be the best connected place in Scotland to set up and grow an innovative business
- To be Scotland's leading coastal, leisure and food & drink destination
- To explore and develop regional opportunities to support economic development and to encourage study, work, investment and spend in East Lothian
- To provide high quality employment pathways for East Lothian's workforce
- To become Scotland's most sustainable and digitally-connected local economy

To help deliver the Strategy, seven strategic workstreams have been identified:

- Develop a set of propositions for East Lothian to attract investment
- Prepare strategic sites for development and marketing – including Cockenzie, Blindwells, QMU (ESESCRD) and other public sector assets
- Improve the economic performance of East Lothian's key sectors
- Improve East Lothian's connectivity
- Enhance East Lothian's business support infrastructure and make the most of our assets
- Energise East Lothian's town centres and rural economy
- Develop more sustainable employment and training pathways for all in East Lothian

Overarching the strategic workstreams is the Edinburgh and South East Scotland City Region Deal and the activities that will impact East Lothian. Each project must take cognisance of the Deal and capture benefits that can be delivered through it.

### **Implementing the Refreshed Economic Development Strategy**

To support the delivery of the refreshed EDS, there is a revised set of targets and accompanying Monitoring and Evaluation Framework (MEF), as well as an Action Plan setting out key actions, tasks and responsibilities against each of the Strategic Workstreams.

This refreshed strategy will enable East Lothian to proactively respond to a rapidly changing policy context.

# 1 Introduction

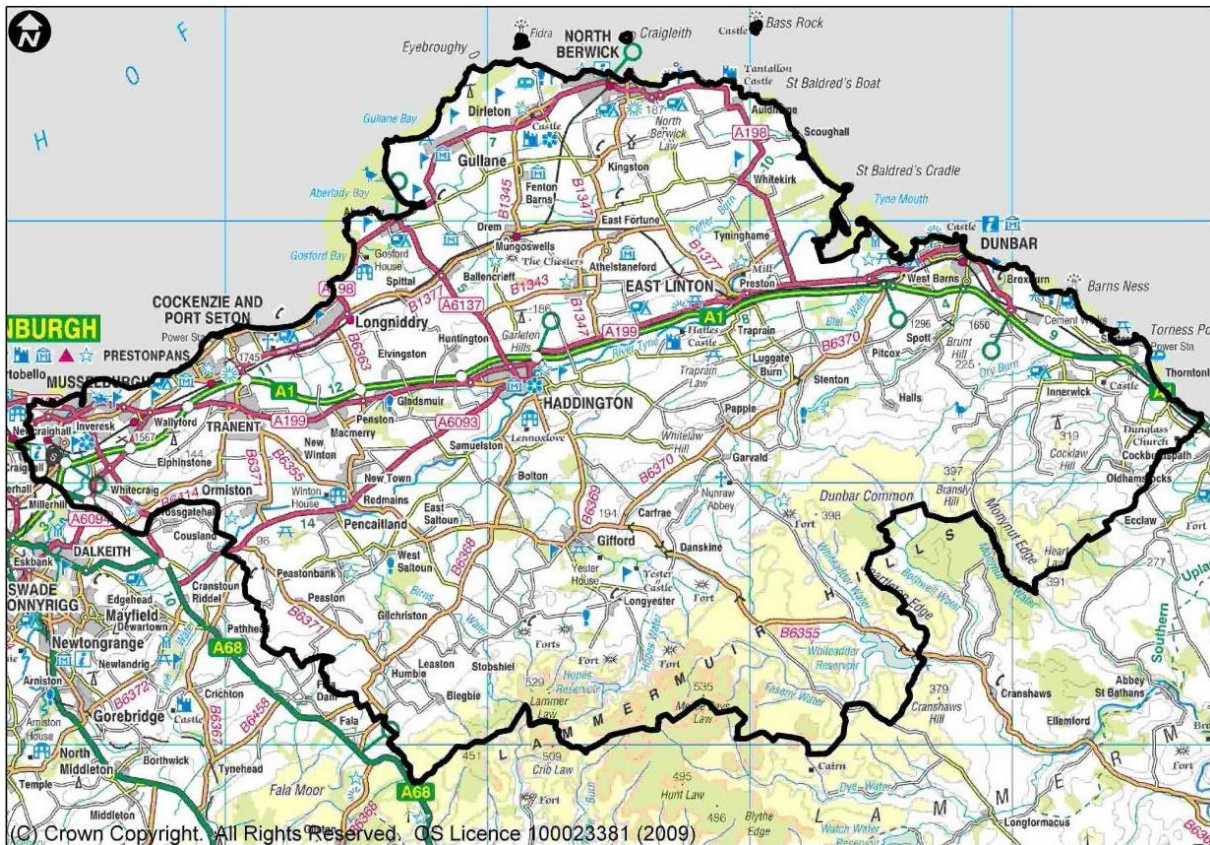
## Background

1.1 East Lothian is part of the Edinburgh city region. It is located to the east of Edinburgh’s suburban edge. East Lothian measures approximately 270 square miles in area, and includes 43 miles of coastline. The area has six main towns and extends from Musselburgh in the west to Dunbar and beyond to the area’s administrative boundary with Scottish Borders in the east. To the south are the Lammermuir Hills and to the west are the Midlothian and City of Edinburgh Council areas. The Firth of Forth and East Lothian’s attractive coastline are to the north.

1.2 East Lothian is widely recognised as a fantastic place to live with a beautiful coast and countryside, attractive and distinctive towns, good quality housing, schools and services, and its proximity to Edinburgh’s jobs, businesses and attractions. All these factors contribute to a view of East Lothian being an area of high employment and general affluence. In this context, market failure and resultant economic development interventions have not historically been of scale and need in East Lothian.

1.3 However, slow recovery and economic growth since the 2008 recession has impacted on this perception, particularly given the continued constraints on public finances, and ongoing uncertainty in the economy largely driven by the UK’s withdrawal from the EU. As a result of a challenging economic environment, economic development and the need to develop appropriate market interventions have increasingly become a key priority for East Lothian, driven by East Lothian Council. It is at the forefront of East Lothian Community Planning Partnership’s Local Outcomes Improvement Plan and East Lothian Council’s Council Plan as well as reflected in other partners’ plans and priorities.

**Figure 1.1: The East Lothian Council area**



## The brief

1.4 The central purpose of the East Lothian Economic Development Strategy for 2012 to 2022 is to identify the opportunities which East Lothian can exploit to maximise its sustainable economic competitiveness. In doing so, the Strategy provides a framework which will guide and drive forward a more joined up approach to economic development across East Lothian's Local Outcomes Improvement Plan. The aims of the refresh were as follows:

- To evaluate progress made with the Strategy to date (early to mid-2018) against the baseline indicators set;
- To review Strategy objectives and targets within the context of the significant changes in the current landscape; and
- To refresh the Strategy accordingly.

## Refreshing the Economic Development Strategy

1.5 The review and refresh of East Lothian's Economic Development Strategy (EDS) has been driven by substantial changes in the policy context at UK, Scotland, regional and local level in recent years. ekosgen was commissioned by East Lothian Council on behalf of the (then) Sustainable Economy Partnership to undertake this review and refresh, and deliver a revised EDS for East Lothian. Also, the scale of change within East Lothian has been considerable, with new challenges and opportunities in place and emerging. These changes have included the adoption of the 2018 East Lothian Local Development Plan (LDP), which sets out the strategy for growth in the area, and plans for extensive new housing developments. Consequently a refreshed strategy was overdue to inform and influence approach.

1.6 The refresh has undertaken an examination of the strategic goals, objectives and projects of the existing EDS, and assessed progress that has been made against these to date. It has also considered the current policy context for economic development in East Lothian, highlighting important areas of change since the publication of the EDS in 2012 at UK, Scottish, regional and local level. It also identifies strategically important existing programmes and interventions in East Lothian together with new and emerging opportunities.

1.7 A key component of the refresh is the local economic assessment, drawing on the most recent data relating to East Lothian's population, labour market, business base, economic performance, education and skills pipeline and key infrastructure projects. The key opportunities for East Lothian going forward were then considered, with consideration of the barriers to exploiting these opportunities.

1.8 This has informed the development of the refreshed EDS for East Lothian, detailing the strategic vision, objectives and framework, and a revised Action Plan for implementing the refreshed EDS.

## The Strategy document

1.9 The Strategy document is structured in the following way:

- Chapter 2 provides an overview of the original Strategy and sets out the current policy context;
- Chapter 3 sets out a local economic assessment for East Lothian, using the most current data;
- Chapter 4 describes the key strengths and weaknesses in the East Lothian economy, and the opportunities and challenges for East Lothian going forward;
- Chapter 5 sets out the refreshed Strategy; and
- Chapter 6 describes the high-level actions required for delivering the refreshed EDS.

## 2 Strategy and policy review

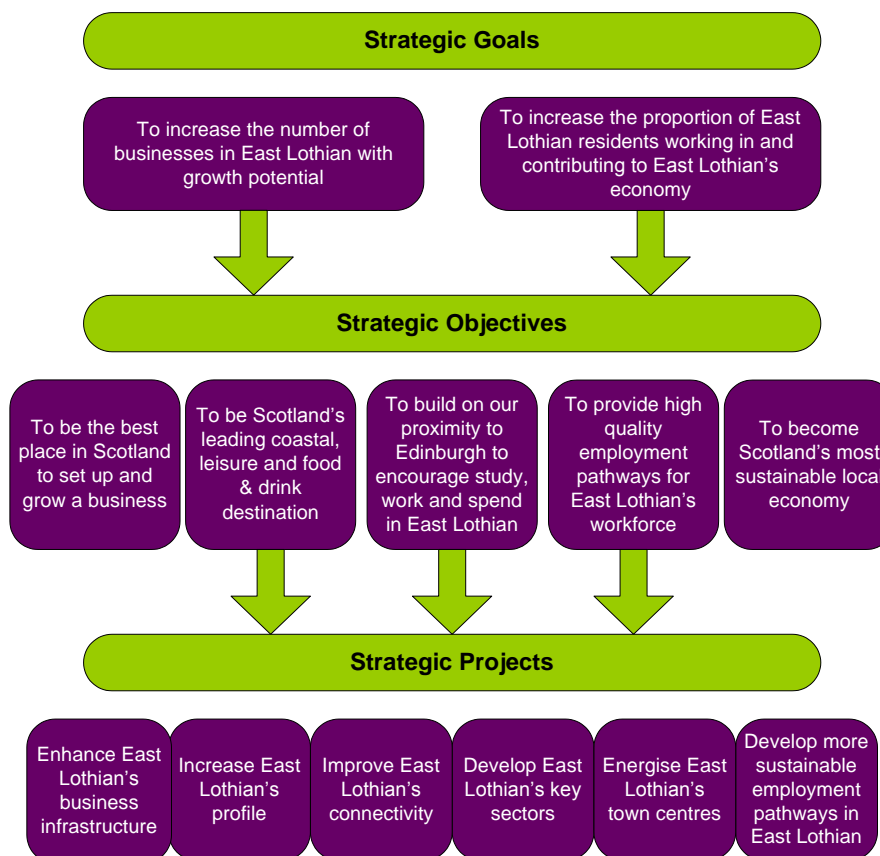
### Headline messages

- One of the primary strategic goals of the EDS, to increase the business base by 350 businesses by 2022, has been well exceeded to date, with an increase of 620 businesses between 2010 and 2017. The other, to increase employment by 7,500 jobs to 2022 and thus raise job density to that of surrounding authorities, has seen slower growth.
- The Invest in East Lothian Programme has helped to market East Lothian's employment and business offer and act as an advice service to potential inward investors.
- East Lothian Works was launched in 2013 and offers support to young people and adults looking to enter employment and employers looking to recruit, retain and progress staff.
- Since East Lothian Works was launched, employment and particularly youth unemployment has fallen. There have also been improvements in school leaver positive destinations: East Lothian is the second most improved authority in Scotland for the participation measure.
- The Youth Unemployment Plan was launched in 2017/18 and East Lothian has also fully participated in Developing the Young Workforce (DYW).
- Strong progress has been made within the tourism sector in East Lothian, and this is expected to continue through to 2022. The East Lothian Tourism Action Plan has been developed and updated every two years and there have been improvements to overall branding, such as 'Edinburgh's Coast and Countryside'.
- East Lothian hosted The Open in 2013 and the Aberdeen Standard Investments Scottish Open and Ladies Scottish Open in 2015 and in 2018.
- There have also been strong developments in East Lothian's food and drink sector. The Scottish Centre for Food Development and Innovation (SCFDI) was opened in 2014 at QMU and will host East Lothian's Food and Drink BID, the first such BID for Food & Drink.
- There has been significant policy and wider political change since the publication of the EDS, and the policy environment will arguably continue to change in the short term.
- East Lothian has performed well in terms of business creation. Although many of these new businesses have been in the high-value Professional, Scientific and Technical sector, creating skilled, well-paid employment in East Lothian continues to be a challenge.
- The £1.3 billion Edinburgh and South East Scotland City Region Deal (ESES CRD) was agreed with both UK and Scottish Governments in August 2018 and will have significant long-term economic and social impacts both locally and regionally.
- Large-scale proposed developments, such as the new town at Blindwells, have the opportunity to create significant construction employment. This will be supported through the new Integrated Regional Employability and Skills (IRES) programme through the ESES CRD which will have a particular focus on construction skills.
- Council and public sector assets will continue to be assessed for alternative uses, and any realised developments will benefit the local and wider economies.
- Connectivity remains a challenge. The ESES CRD proposes an opportunity to improve transport links for East Lothian, including improvements to the A720 City Bypass. Further infrastructure improvements are promoted through the East Lothian LDP 2018.
- The amount of usable land for employment in East Lothian remains low. However, the Council purchased the former Cockenzie Power Station site in April 2018 illustrating its ambition for local economic development and plans to develop this site into 90,000m<sup>2</sup> of employment space will alleviate some of the constraints on business space.
- The adopted LDP 2018 provides for the acquisition of 25 Ha of economic land at Queen Margaret University by East Lothian Council and will provide for 38 Ha of additional employment land at other sites.

## The Economic Development Strategy 2012-2022

2.1 The East Lothian EDS 2012-2022 has a number of strategic goals, objectives and projects, which are outlined at Figure 2.1. In order to refresh and review the EDS it is important to give an overview of what the goals, objectives and projects were and the progress that has been made against these.

**Figure 2.1: East Lothian EDS Strategic goals, objectives and projects**



2.2 The strategy has two primary strategic goals, set because the East Lothian economy had proportionally fewer businesses and jobs than elsewhere in Scotland:

- To increase the number of businesses in East Lothian with growth potential, and create an additional 350 businesses in East Lothian by 2022.
- **To increase the proportion of East Lothian residents working in and contributing to East Lothian's economy**, creating an additional 7,500 jobs in East Lothian by 2022, putting East Lothian on parity with the Scottish Borders and Fife in terms of job density levels.

2.3 In order to achieve these broad goals more specific objectives were set:

- **To be the best place in Scotland to set up and grow a business** – to increase the number of businesses in East Lothian, a number of actions are proposed, including marketing East Lothian's high quality business support offer and highly qualified workforce. The need to increase land availability to businesses is also highlighted.
- **To be Scotland's leading coastal, leisure and food & drink destination** – this builds on East Lothian's already strong Tourism sector. Actions include forming a more joined-up

tourism offer, developing cross-marketing with Edinburgh and promoting previously untapped areas such as wildlife, coast and cycling tourism.

- **To build on East Lothian’s proximity to Edinburgh to encourage study, work and spend in East Lothian** – this focuses on promoting the proximity of East Lothian to Edinburgh, along with its lower costs and skilled workforce to attract new jobs and businesses to the area. It also underlines the potential for increasing resident spend by improving town centres in East Lothian.
- **To provide high quality employment pathways for East Lothian’s workforce** – this highlights the increasing youth unemployment and ageing workforce and population in East Lothian, meaning there is a need to support young people into employment, along with older people looking to remain economically active or seeking to change career.
- **To become Scotland’s most sustainable local economy** – this seeks to capitalise on the potential to improve the sustainability of the East Lothian local economy through developing public transport, local jobs and low carbon sectors, including renewables.

2.4 From the objectives a number of strategic projects were also developed, which cut across a number of the objectives:

- **Develop East Lothian’s key sectors** – action plans here include the update of the East Lothian Tourism Strategy, a review and update of the East Lothian Food and Drink Strategy and the development of an East Lothian Renewable Sector Implementation Plan.
- **Increase East Lothian’s profile** – key tasks include working with VisitScotland and Scotland Development International (SDI) to join up East Lothian marketing and branding; exploring future marketing opportunities; and attracting major events to the area.
- **Improve East Lothian’s connectivity** – the action plan sets out tasks under this strategic project including improving public transport in the area and considering options for developing broadband infrastructure.
- **Enhance East Lothian’s business infrastructure** – action plan tasks include working with SDI to develop marketing materials that underline the benefits of East Lothian as a business location. Other plans include developing a mentoring scheme for small and/or new businesses and enhancing business networks and connectivity to encourage East Lothian businesses to trade with one another.
- **Energise East Lothian’s town centres** – this includes plans to develop distinctive branding for each town in East Lothian and commitments to support and develop efforts to improve town centres and continue support for ‘shop local’ and farmers’ markets schemes.
- **Develop more sustainable employment pathways in East Lothian** – the primary task here is the development of an East Lothian Youth Employment Plan in collaboration with Skills Development Scotland. After the development of this plan it is suggested further plans should be developed to focus on groups including lone parents, disabled and older workers.

## Strategy progress

2.5 In terms of strategy progress, Table A in Appendix A sets out delivery achieved against targets.

2.6 For the headline targets of job and business growth there has been progress. The EDS targets an increase of 7,500 jobs in East Lothian in the period to 2022. The Business Register and Employment Survey (BRES) shows that from 2010 (the Strategy’s baseline year) to 2015 (the latest year available) the number of jobs in East Lothian has increased from 26,500 to 28,500. This represents progress on the 7,500 target, which is aimed to be achieved by 2022. UK Business Count data show that from 2010 to 2017 the number of businesses in East Lothian has increased from 2,515 to 3,180, a growth of 665.

This is far greater than the target of 350 additional businesses in the area by 2022. Looking more specifically at the period since the strategy was released, from 2012 to 2017 there has been an increase of 500 businesses.

2.7 This data is also relevant to a number of strategic objectives and projects that deal with jobs and business creation. Looking beyond the headline figures, one of the biggest developments has been the establishment of the East Lothian Works service.<sup>1</sup> This is a partnership comprising Economic Development, Schools, Edinburgh College, QMU and the Third Sector which was established in 2013 and is run in collaboration by partners including ELC, Business Gateway, Job Centre Plus and Skills Development Scotland. East Lothian Works contributes to the development of employment pathways by providing adults and young people with advice and support regarding skills and employment.

2.8 In terms of youth unemployment more specifically, East Lothian's Youth Unemployment Plan 2017/18 was recently published and this outlines various programmes and projects delivered by ELC (via East Lothian Works), educational providers, Skills Development Scotland, Developing the Young Workforce and other organisations to improve young people's skills and employability.<sup>2</sup> There has been a significant reduction in youth unemployment over the period since the Strategy was released. The figure quoted in the strategy is 24.8% from 2010/11, this had fallen to 18.1% when the EDS was published in September 2012 and this had significantly reduced to 10.8% in 2016/17.

2.9 East Lothian Works also contributes to enhancing the area's business infrastructure, growing business in the area and marketing the area to employers and investors. It does this through several services. These include the provision of advice and support to businesses via Business Gateway and other partners' services, including support with recruitment, young people recruitment incentives and work through the Invest in East Lothian Programme to promote the benefits of the area to businesses.<sup>3</sup>

2.10 There have also been significant areas of progress in projects focused on the development of key sectors. Firstly the East Lothian Tourism Action Plan has been updated, with a new version to be developed for 2018-2020. It builds on work in this area which has included the delivery of key events in East Lothian, such as The 2013 Open Golf, which created a direct economic impact of £13.44 million in East Lothian.<sup>4</sup> The 2018 Aberdeen Standard Investments Scottish Open and Ladies Scottish Open was also held in East Lothian, delivering a net local economic impact of £5.5 million, helping to sustain 103 tourism jobs. There has also been the development of consistent marketing and branding – Visit East Lothian – which has been joined up with the Edinburgh offer through the tagline Edinburgh's Coast and Countryside.<sup>5</sup>

2.11 Other work in key sectors has included the formation of the East Lothian Food and Drink Business Improvement District (BID) in 2016, which is a collaboration between East Lothian food and drink businesses. The BID has established the East Lothian – Scotland's Food and Drink County branding and promotes the 'made by us' products of its members.<sup>6</sup> It is the first food and drink BID. Within the renewables sector there has also been progress as there has been further development of wind energy in the area since the publication of the strategy, including the completion of the second Aikengall wind farm. There are also possibilities for further development of the renewable energy sector through the planned development at the former Cockenzie power station site.<sup>7</sup>

2.12 Connectivity developments within public transport have included the extension of bus routes between Edinburgh and East Lothian through the new Lothian Buses East Coast Buses services, which

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<sup>1</sup> [http://www.eastlothian.gov.uk/info/200522/east\\_lothian\\_works](http://www.eastlothian.gov.uk/info/200522/east_lothian_works)

<sup>2</sup> [http://www.eastlothian.gov.uk/download/downloads/id/12616/east\\_lothians\\_youth\\_employment\\_activity\\_plan\\_year\\_201718](http://www.eastlothian.gov.uk/download/downloads/id/12616/east_lothians_youth_employment_activity_plan_year_201718)

<sup>3</sup> <http://eastlothian.gov.uk/invest>

<sup>4</sup> [http://www.eastlothian.gov.uk/downloads/file/10981/east\\_lothian\\_tourism\\_action\\_plan\\_2016-2018](http://www.eastlothian.gov.uk/downloads/file/10981/east_lothian_tourism_action_plan_2016-2018)

<sup>5</sup> <http://www.visiteastlothian.org/home>

<sup>6</sup> <https://www.scotlandfooddrinkcounty.com>; <https://www.bids-scotland.com/news-centre/949-east-lothian-food-and-drink-bid>

<sup>7</sup> [http://www.eastlothian.gov.uk/downloads/file/11480/proposed\\_local\\_development\\_plan](http://www.eastlothian.gov.uk/downloads/file/11480/proposed_local_development_plan)

were introduced in 2016, including a tourist bus to East Lothian departing from central Edinburgh launched mid-2018. There is also further potential for the development of local rail services and stations. In terms of broadband connectivity, ELC has worked with Scottish Government and other partners to ensure that East Lothian connectivity is maximised and benefits from interventions.

2.13 Finally, for the strategic project to energise East Lothian's town centres, there have been a number of areas of progress. Town Centre projects/strategies have been published for both Haddington and Musselburgh. The Haddington project has highlighted proposed actions to make the town centre more accessible and to highlight areas of historic significance.<sup>8</sup> The Musselburgh plan includes environmental improvements and planned distinctive branding of the town.<sup>9</sup> All six Area Partnerships in East Lothian reference town centres/economic development and this is reflected in their action plans. Recent activity includes community charrette events to explore the regeneration of town centres in Tranent and North Berwick.<sup>10</sup>

2.14 The SLAED 2016/17 report highlights that there is still a lack of employment land available in the area, with East Lothian listed as having 0% available employment land. However, this may soon improve as the plans for the development of the former Cockenzie power station site include the provision of 90,000m<sup>2</sup> of employment land and provision for a further acquisition of 63 Ha of employment land, including 25 Ha at QMU, has been set out in the 2018 East Lothian LDP.<sup>11</sup>

## Current policy context

2.15 There have been substantial changes in the policy context at UK, Scotland, regional and local levels since the original EDS was published in 2012. These changes mean that the current Strategy needs to better reflect economic and social policy driving economic activity in East Lothian. The following section summarises the changing policy context for East Lothian.

### UK policy context

2.16 Since the East Lothian EDS was developed in 2012, one of the most significant changes in UK policy is the prospective withdrawal of the United Kingdom from the European Union (Brexit). The vote to leave the European Union (EU) has had a profound impact on economic activity due to the uncertainty it has created around issues including the UK's participation in and relationship with the single market, and the status of EU migrants. When the UK exits the EU (due in 2019), changes in the UK's relationship with the single market are likely to have significant impact across the economy on trading activity and partners and the employment of EU nationals. This will affect businesses in East Lothian, and may lead to change in how local businesses operate, and deal with their international partnerships. Brexit could also impact upon tourism in the area as it will lead to changes in travelling rights for EU nationals and British citizens, perhaps making Britain a less desirable destination for EU nationals but also leading to more British citizens choosing to holiday in the UK.

2.17 The UK government has also recently released its Industrial Strategy. This has focused on a number of areas in which the government is looking to develop the British economy. These include artificial intelligence and data and driving innovation through investment in R&D. The strategy also highlights areas of challenge such as the need to promote environmentally 'clean growth', an ageing population and the need to develop transport and mobility.<sup>12</sup> The strategy will impact on the opportunities and priorities of the East Lothian economy as it will affect wider infrastructure and the

<sup>8</sup> [http://www.eastlothian.gov.uk/news/article/2492/haddington\\_town\\_centre\\_project](http://www.eastlothian.gov.uk/news/article/2492/haddington_town_centre_project)

<sup>9</sup> [https://eastlothianconsultations.co.uk/housing-environment/draft-town-centre-strategy-for-musselburgh/supporting\\_documents/Musselburgh%20Town%20Centre%20Strategy%20.pdf](https://eastlothianconsultations.co.uk/housing-environment/draft-town-centre-strategy-for-musselburgh/supporting_documents/Musselburgh%20Town%20Centre%20Strategy%20.pdf)

<sup>10</sup> [http://www.eastlothian.gov.uk/news/article/1879/help\\_us\\_design\\_a\\_new\\_town\\_centre\\_for\\_tranent;](http://www.eastlothian.gov.uk/news/article/1879/help_us_design_a_new_town_centre_for_tranent;)  
<https://eastlothianconsultations.co.uk/policy-partnerships/is-north-berwick-town-centre-a-great-place-for-eve/>

<sup>11</sup> SLAED (2017) *Scottish Local Authorities Economic Development Indicators Framework 2016-2017*

<sup>12</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/664563/industrial-strategy-white-paper-web-ready-version.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/664563/industrial-strategy-white-paper-web-ready-version.pdf)



availability of support and incentives. The focus on clean growth and transport development are areas that have been highlighted to be of particular importance for East Lothian.

2.18 Changes in energy policy have also had an important impact on the East Lothian economic landscape. The implementation of the Large Combustion Plant European Directive<sup>13</sup> meant that the Cockenzie coal power plant no longer met environmental standards, and as a result it closed in March 2013. The Directive aimed to reduce emissions and its implementation in the UK required existing plants to install new technology or to opt out and close by the end of 2015, with the opt out being elected for in the case of Cockenzie. The closure of Cockenzie has impacted on the types of employment available in East Lothian as well as leaving a large area of land with development potential. In recognition of this opportunity, East Lothian Council concluded its purchase of the site in March 2018 and is currently undertaking remediation work and market demand assessment. The Masterplan for the site provides the context for this.

2.19 UK policy has also been impacted by ongoing austerity, which has impacted on the budget available to the public sector. This is of relevance to economic development within East Lothian due to the impact on both Scottish Government and local authority budgets which may affect the availability of support services. Welfare reform has also led to significant changes in the structure of benefits with the new Universal Credit payment system having gone live in East Lothian in January 2017. This change in the benefits system could potentially impact on employment within the area. Whilst it is too early to say what the long-term impact might be on employment and unemployment, recent DWP research indicates that Universal Credit has a positive impact on the labour market and moving people into sustained employment<sup>14</sup>. DWP say that Universal Credit is designed to be more flexible and transparent, ensure a greater financial incentive to move into work, and have a more tailored claimant commitment. However, there remain questions about its impact overall and importantly on particular groups, for example single parents<sup>15</sup>.

### Scottish policy context

2.20 There have also been significant policy changes at Scottish Government level, which will have affected the wider social and economic context in East Lothian as well as impacting upon economic priorities, strategies and support services in the area.

### Scottish Economic Strategy

2.21 One of the most important policy developments has been the publication of the Scottish Economic Strategy<sup>16</sup> (SES) in 2015. As a whole the SES structures economic development within East Lothian as it provides the framework for national economic development and areas of government investment and support. The SES aims to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth, whilst ensuring that everyone in Scotland has the opportunity to fulfil their potential.

2.22 This approach is centred on two pillars: increasing competitiveness and tackling inequality. The SES has four priorities to achieve this – the four Is:

- Promoting **Investment** in people, businesses and communities. This includes focus on investment in education and health, infrastructure and business support.
- Fostering **Innovation** within businesses, research & development, public services and workplace practices.

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<sup>13</sup> <http://ec.europa.eu/environment/archives/industry/stationary/lcp/legislation.htm>

<sup>14</sup> <https://www.gov.uk/government/publications/universal-credit-employment-impact-analysis-update>

<sup>15</sup> <https://fullfact.org/economy/universal-credit-will-it-make-work-pay/>

<sup>16</sup> Scottish Government (2015) Scotland's Economic Strategy

- Encouraging **Inclusive growth** which has positive benefits across society through fair work and tackling inequalities.
- Promoting **Internationalisation** of the Scottish economy through increased international trade and investment.

### Enterprise and Skills Review

2.23 Another important part of changing national economic strategy is the Enterprise and Skills Review. In May 2016, the Scottish Government commenced a review of the enterprise and skills support provided by Scotland's economic development and skills agencies (HIE, Scottish Enterprise (including SDI), Skills Development Scotland (SDS), and the Scottish Funding Council (SFC)). Central to the review is maximising the agencies' individual and collective impact and effectiveness, through closer alignment and partnership working. Phase One of the review reported in October 2016, making 10 recommendations which focused on ensuring coherence and a simpler, more flexible and cost-effective system of national and local support. Phase Two of the Review commenced in November 2016 and reported in June 2017, with nine projects being established in order to take forward the Phase One Report recommendations.

2.24 As with the SES, the Enterprise and Skills Review is key to economic development within East Lothian as it has important consequences for employability and enterprise and business support services, both nationally and at the local level. Projects of particular relevance include:

- **Regional Partnerships:** This project aims to build regional partnerships within local authorities that can help to stimulate economic development. The project proposes that Regional Partnerships are led by local authorities and are comprised of local partners, drawing on the private, public and third sector as is best suited to the local area. Where government investment is sought the Scottish Government expects Regional Partnerships to have private sector representation. Regional Partnerships should demonstrate a strong understanding of the regional economy, and the ability to work together to develop the local economy. Regional Partnerships will offer another important body for the development of East Lothian economy.
- **Enterprise and Business Support:** This project proposes further collaboration between partners in order that enterprise and business support can become more coherent, effective and easier to use and understand. From this the project aims to improve the delivery of support and as a result increase company growth. This is of relevance to the EDS as it will have a significant impact on the business support landscape which can in turn help to boost the number and growth of businesses in East Lothian.<sup>17</sup>
- **Skills alignment:** The ambition driving this project is to develop a high-performing and responsive skills system that meets the changing needs of learners and employers. Its purpose is to improve alignment of services supporting the development of skills in Scotland. In particular, this will involve joint working between partners to improve the alignment of their functions to enhance education and skills planning to provide better outcomes for learners and employers. It will involve identifying skills needs in partnership with industry and working with colleges, universities, and training providers to respond to these needs. It will also co-ordinate and consider the effectiveness of investment to ensure the right balance of provision.

### Employability policy

2.25 Since the publication of the East Lothian strategy in 2012 there have also been important developments within education and employability that have had wider impact on the economic landscape. The Commission for Developing Scotland's Young Workforce (the Wood Commission), was established in January 2013, during a time of high youth unemployment levels. It considered how to

<sup>17</sup> <http://www.gov.scot/Resource/0052/00521428.pdf>

achieve better connectivity and co-operation between education and the world of work, alongside the development of the intermediate vocational education and training system. The report, published in June 2014 produced 39 recommendations.

2.26 Following this, the Scottish Government's Youth Employment Strategy, *Developing the Young Workforce*, was published in December 2014, which accepted all 39 recommendations in the Commission's report and set out how these would be implemented.<sup>18</sup> *Developing the Young Workforce* (DYW), aims to create an excellent, work relevant education offer to young people in Scotland, giving them the skills for the current and anticipated jobs market. *Developing the Young Workforce* has also seen the formation of regional groups aimed at improving engagement between employers and education providers and more broadly supporting employers to take on young people. East Lothian is part of the Edinburgh, Midlothian and East Lothians group.<sup>19</sup> This is an important area of policy for the East Lothian EDS as youth unemployment is highlighted within the EDS as a key priority for the area. In addition to DYW, the Curriculum for Excellence has seen the implementation of new qualifications at school level over 2014/15 to 2015/16, with an increased focus on promoting the development of skills for work and providing increased opportunities for vocational learning through modern, foundation and graduate level apprenticeship training.

2.27 The devolution of employability services to the Scottish Government has also led to important developments with Work First Scotland (WFS) and Work Able Scotland (WAS) being introduced in April 2017. These programmes are important for the East Lothian EDS because they are key additions to the national employability landscape as they seek to assist groups that may have particular difficulty in securing employment – disabled people (WFS) and people with a health condition who are at risk of long term unemployment (WAS). From April to September 2017 2,901 people joined WFS and 732 joined WAS. From April 2018, the employability services are being provided through Fair Start Scotland (FSS). FSS will aim to target a minimum of 38,000 people<sup>20</sup> nationally. East Lothian Works will enable effective integration and alignment of services locally with the FSS contracted provider Triage to ensure maximum impact going forward.

2.28 With the roll out of full Universal Credit, benefit claimant levels appear to have been rising and there remain persistent higher than average levels amongst certain groups, particularly those aged 18-24. A broader span of claimants are required to look for work under Universal Credit than under Jobseekers Allowance previously. Additionally, Claimant Count statistics – currently included on NOMIS as an experimental data series by ONS<sup>21</sup> – includes all Universal Credit claimants who are required to seek work and be available for work, as well as all Jobseekers Allowance claimants. Therefore, the number of people recorded as being on the Claimant Count has risen.

2.29 There are other considerations related to employability. For example, the Scottish Government's commitment to increase free childcare to 1,140 hours per year to all three, four and eligible two year olds by 2020 could lead to growth within the Early Learning and Childcare sector. There is some potential to be an area of growth for the East Lothian economy, and in the longer term this may encourage more people, and women particularly, to return to the labour market.

## Wider policy changes

2.30 There have been a number of other policy developments since the publication of the EDS in 2012. Table B in Appendix B summarises further relevant policy and strategy developments at the national level in Scotland.

<sup>18</sup> <http://www.gov.scot/Resource/0046/00466386.pdf>

<sup>19</sup> <http://www.employabilityinscotland.com/developing-young-workforce/edinburgh-mid-east-lothians/>

<sup>20</sup> <http://www.gov.scot/Publications/2017/12/6630/348260>

<sup>21</sup> <https://www.nomisweb.co.uk/articles/922.aspx>

## Regional policy context

2.31 As well as at the UK and national levels, there have also been important changes in the regional economic development landscape since the publication of the East Lothian EDS in 2012. Of particular note for the review and refresh of the EDS is the establishment of the Edinburgh and South East Scotland City Region Deal (ESESCRD). The ESESCRD comprises six local authorities – City of Edinburgh, Fife, East Lothian, Midlothian, Scottish Borders and West Lothian – a region with around 1.4 million people and contributing more than £33 billion to the Scottish economy annually.

2.32 City Deals in Scotland are a UK and Scottish Government initiative to put cities and their environs in direct control of both exploiting their economic opportunities and tackling their challenges. City Deals are agreements between government and a city that give cities the necessary resources and control to: take charge and responsibility of decisions that affect their area; do what they think is best to help businesses grow; create economic growth; and decide how public money should be spent.<sup>22</sup> By encouraging Local Authorities to operate strategically at the regional level, they support a long-term focus on the priorities required to deliver positive outcomes in line with Scotland's Economic Strategy.

2.33 The ESESCRD heads of terms were agreed in July 2017 and the deal was formally agreed in August 2018 by the Prime Minister and First Minister. The region boasts a number of economic and social strengths, such as high growth sectors with high job creation potential; an established, high quality Higher Education sector; high levels of business expenditure on R&D and innovation; and the cultural attractions and offers of the City of Edinburgh. However, the region suffers from pockets of relatively high levels of deprivation, low paid and low skilled jobs, and a lack of affordable housing in comparison with substantial need and demand. The ESESCRD, worth over £1.3 billion over the next 15 years, will aim to address these economic and social challenges. Table 2.1 outlines the focus of ESESCRD on inclusive growth and the regional challenges it aims to overcome within each inclusive growth theme.

**Table 2.1: ESESCRD Inclusive growth challenges**

Inclusive Growth Theme	Regional Challenges
<b>Economic Performance and Productivity:</b> Economic growth is resilient, sustainable, and inclusive	<b>Slow Growth</b> <ul style="list-style-type: none"> <li>• Slow productivity growth in recent years</li> <li>• Regional disparities in job and outputs growth</li> <li>• Forecast growth concentrated in Edinburgh</li> </ul> <b>Regional disparity in job density</b> <ul style="list-style-type: none"> <li>• Wide variations in job density</li> <li>• 0.55 in East Lothian, 1.02 in Edinburgh</li> <li>• Strong cross region commuting flows</li> </ul>
<b>Labour Market Access:</b> Fulfilling, secure and well-paid jobs, where employees' contributions are encouraged, respected and valued	<b>Group, Gender, and Age inequalities</b> <ul style="list-style-type: none"> <li>• Gender pay gap – men earn 14% more than women on average</li> <li>• Female participation rate – lower than male</li> <li>• Female employment rate – very low in Fife</li> <li>• Care Experience and those with a disability</li> </ul>
<b>Fair Work:</b> Improved access to labour markets and jobs, inequality of opportunity to access work is addressed, and everyone is able to maximise their potential;	<b>Low income and low pay</b> <ul style="list-style-type: none"> <li>• 22% of children live in low income households</li> <li>• Very wide local inequalities (9 wards with poverty rates &gt;30%, 16 wards with poverty rate &lt;15%)</li> </ul>
<b>People:</b> Economic benefits and opportunities are spread more widely across Scotland's population, with lower poverty levels, and more equal income and wealth distribution	<b>Skills Inequality and Polarisation</b> <ul style="list-style-type: none"> <li>• High skilled jobs – varies from 55% in Edinburgh to 38% in Scot Borders</li> <li>• Projections – fastest growth in high skilled jobs, increased 'hollowing' of labour market</li> </ul>

<sup>22</sup> <https://www.gov.uk/government/publications/2010-to-2015-government-policy-city-deals-and-growth-deals/2010-to-2015-government-policy-city-deals-and-growth-deals>

Inclusive Growth Theme	Regional Challenges
<b>Place:</b> More economic opportunities across Scotland's cities, towns, regions and rural areas, ensuring sustainable communities.	<b>Housing, transport and connectivity</b> <ul style="list-style-type: none"> <li>• High House price to earnings ratios</li> <li>• Rapid growth in cost of private rented accommodation</li> <li>• Satisfaction with public transport varies widely</li> </ul>

2.34 The commitments of the ESESCRD currently sit under the following five headings, all of which will have direct or indirect impacts on East Lothian:

- **Research Development and Innovation:** The ESESCRD will commit up to £350 million of funding over 15 years to support innovation projects. This includes a Food and Drink Innovation Campus located at Queen Margaret University (QMU) in East Lothian to support and grow the national food and drink sector.
- **Employability and Skills:** Key commitments include support from the Scottish Government to improve collaboration between regional partners, which can deliver better outcomes for those living in the region. The regional partnership will be given £25 million of additional funding over an eight year period to enable the introduction of an Integrated Regional Employability and Skills (IRES) programme to support more efficient and effective delivery of employability and skills interventions over the short, medium and longer terms.
- **Transport:** Commitments under this heading include £120 million investment from the Scottish Government for improvements on the A720 City Bypass, which serves East Lothian.
- **Culture:** Plans include up to £20 million of funding from the UK and Scottish Governments for the delivery of a new IMPACT concert hall in Edinburgh.
- **Housing:** Partners have committed to a 10 year regional new housing programme. This includes plans for the development of new housing at seven key sites, including the Blindwells site in East Lothian, as well as key sites elsewhere in the region.<sup>23</sup>

## Local policy context

2.35 Finally, there have also been a number of important policy developments at the local level, which will inform the refresh and review of the EDS. Most recently, in 2017, the East Lothian Local Outcomes Improvement Plan 2017-2027 was published by the East Lothian Partnership. The three themes for the priorities of the plan are:

- **Prosperous:** this encompasses priorities to have a thriving local business base, a local populace that does not suffer from in-work poverty and better access to digital infrastructure
- **Community minded:** this includes priorities to ensure there are strong communities in East Lothian offering affordable living
- **Fair:** this theme arises in part from the East Lothian Poverty Commission report and its priorities include tackling the causes and effects of poverty in the area and reducing the gap between the richest and poorest in East Lothian.<sup>24</sup>

2.36 All three of these priorities link in with plans for economic development and can be used to help frame the EDS refresh.

2.37 Another important local strategic document, which will inform the refresh and review of the East Lothian EDS, is the East Lothian Proposed Local Development Plan 2016, which sets out a development strategy for the area to 2024 and beyond. Some of the relevant key priorities set out in the plan include

<sup>23</sup> ESES City Deal (2017) *Heads of Terms*

<sup>24</sup> [http://www.eastlothian.gov.uk/downloads/file/9787/the\\_east\\_lothian\\_plan\\_single\\_outcome\\_agreement\\_2017](http://www.eastlothian.gov.uk/downloads/file/9787/the_east_lothian_plan_single_outcome_agreement_2017)

town centre development to help grow the local economy, the provision of employment land in order that more people can work within the local area and a commitment to building 10,000 new homes over the next ten years to help make East Lothian a more attractive place to live and work in.<sup>25</sup>

2.38 Tourism has already been highlighted as an important sector for the East Lothian economy and as well as the National Tourism Plan, the 2016-2018 Tourism Action Plan is another important document to inform the refresh and review of the Strategy. The Action Plan refers to key areas for growth such as: joining up different strands of tourism, engaging with national tourism schemes, identifying and filling gaps within already existing areas of strength such as golf and food & drink and developing possibilities within other areas such as wildlife, cycling and walking.<sup>26</sup>

2.39 Another key local development since the publication of the EDS has been the establishment of East Lothian Works in 2013. This is an employability and skills service which offers help and advice to those seeking work and skills as well as offering support to those looking to establish new businesses.<sup>27</sup> It represents an important addition to the local economic development landscape.

## Existing programmes and interventions

2.40 This section details the existing programmes and interventions in East Lothian, including proposed ESESCRD projects, current skills services and developments at Cockenzie and within the tourism industry.

### Edinburgh and South East Scotland City Region Deal

2.41 The ESESCRD includes several programmes and interventions that are of significant importance to East Lothian. There are a number of innovation-led investments, including associated infrastructure investment throughout the region, including industrial and business premises, to support businesses are able to engage with the data-driven innovation (DDI) opportunities offered through the ESESCRD's £350 million investment in DDI projects.

2.42 Interventions of specific relevance to East Lothian include: a Food and Drink Innovation Campus located at QMU; a new housing development at Blindwells; and an Integrated Regional Employability and Skills (IRES) programme. These interventions are detailed below.

### Edinburgh Innovation Park, QMU

2.43 Amongst the ESESCRD's innovation-focused investments, funding will be committed to support a Food and Drink Innovation Campus located at QMU in East Lothian to support and grow the national food and drink sector.

2.44 The Edinburgh Innovation Park will build on the existing Food and Drink infrastructure at QMU. The Scottish Centre for Food Development and Innovation (SCFDI) was opened at QMU in December 2014 to provide the Scottish Food and Drink industry with a combined space to undertake R&D and innovation activity to help access new export markets. This builds on QMU's reputation for Food and Drink research. SCFDI works with partners including Interface, Scottish Enterprise, Scotland Food and Drink and Business Gateway, and its facilities include a microbiology laboratory, a chemistry laboratory, an industry testing space for new technology and a sensory suite. The Council will enter into a joint venture with QMU to enable project delivery.

2.45 The East Lothian Food and Drink BID was created in 2016, establishing the East Lothian – Scotland's Food and Drink County branding. The BID has also sought to promote the products of

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<sup>25</sup> [http://www.eastlothian.gov.uk/downloads/file/11480/proposed\\_local\\_development\\_plan](http://www.eastlothian.gov.uk/downloads/file/11480/proposed_local_development_plan)

<sup>26</sup> [https://www.eastlothian.gov.uk/downloads/file/23154/east\\_lothian\\_tourism\\_action\\_plan\\_2016-18](https://www.eastlothian.gov.uk/downloads/file/23154/east_lothian_tourism_action_plan_2016-18)

<sup>27</sup> [http://www.eastlothian.gov.uk/info/200522/east\\_lothian\\_works](http://www.eastlothian.gov.uk/info/200522/east_lothian_works)

members as 'made by us'.<sup>28</sup> QMU hosts the BID's administrative functions<sup>29</sup>, creating more streamlined support for this key sector in East Lothian.

## Housing

2.46 Regional partners have committed to delivering a ten year programme of new housing across the region. A large number of new homes will be delivered across the region, particularly through unlocking a number of key development sites, including Blindwells in East Lothian.

2.47 The Blindwells development has the potential for 6,000 new homes. The first phase of the plan includes 1,600 homes, 480 of which are affordable homes, the provision of business units, a primary school, a supermarket and green space.<sup>30</sup> This phase is due to commence shortly and be completed within 12-15 years. There is currently access to the Blindwells site via the A198, which is due to be widened, and the site is close to the A1. The initial construction for Phase One of the development could potentially create around 350 jobs.

2.48 The ask of the Scottish Government, through the ESESCRD, is to make Blindwells a regional housing priority.

## Employability and skills

2.49 The IRES programme aims to increase the capacity of current employability and skills delivery in the region, and also to increase the flow of disadvantaged groups into opportunities generated through the ESESCRD, as per the Inclusive Growth agenda. With £25 million over eight years, the IRES programme is aimed at reducing skills shortages and gaps and support those from disadvantaged groups to move into sustainable, good quality career opportunities.

2.50 The programme links in with various other ESESCRD interventions, including the housing strand, with the creation of a cross-agency Construction Skills group which includes representation from industry, education, skills agencies and local authorities to better plan for future demand. The group has identified a requirement for an additional c.4,000 workers with FE/HE skills and the upskilling for almost 6,000 people over the next five years to satisfy demand. It is also to integrate with the DDI strand by training up the talent pipeline in DDI to support the city region's growth ambitions of being the 'data capital of Europe'.

2.51 The current East Lothian Council employability service, East Lothian Works, is a 'one-stop shop' which combines services for employers and those seeking employment. The service supports jobseekers and employers in East Lothian with recruitment and retention of staff, and training and workforce development. The centre, which is adjacent to the Council's Haddington offices, also provides advice, guidance and signposting to funding for those looking to set up a business or relocate or expand an existing business.

2.52 For employers, the services include support with staff recruitment, retention and progression of staff. For adults seeking employment, East Lothian Works provides numeracy and literacy support, adult learning classes, work experience and employability training and a local employability directory. For young people, the service offers Activity Agreements, opportunities to gain work experience placements, one-to-one mentoring with school pupils and a Disability Youth Transitions Service working with 15-20 year olds looking to move into a positive destination.

2.53 Also, the Edinburgh, Midlothian and East Lothian Developing the Young Workforce (DYW) group was launched in 2015. The role of the group is to facilitate employer engagement with schools

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<sup>28</sup> <https://www.scotlandsfooddrinkcounty.com>; <https://www.bids-scotland.com/news-centre/949-east-lothian-food-and-drink-bid>

<sup>29</sup> <https://www.qmu.ac.uk/news-and-events/news/20171025-food-and-drink-bid-comes-to-qmus-campus/>

<sup>30</sup> <http://www.bbc.co.uk/news/uk-scotland-edinburgh-east-fife-39431518>

and colleges and the group encourages and supports employers to offer more employment opportunities for young people.

## Cockenzie

2.54 Another important development for economic growth in the local area has been the acquisition of the former Cockenzie Power Station. East Lothian Council completed the purchase of the site in March 2018, and is now at the planning stage to develop the site as an area of substantial economic activity and is currently exploring market demand. The *Former Cockenzie Power Station & Surrounding Area Masterplan* outlines plans to develop 90,000m<sup>2</sup> of employment space and 3,500 new jobs, generating £66 million for the East Lothian economy.

2.55 The masterplan is a visionary document. Though not approved by the Council, it is an important consideration, together with other workstreams and technical work, in shaping and influencing the development of national and local planning policy. It splits the site into four zones. The Coastal zone would provide office, retail and offshore energy employment alongside recreational outlets. The Energy quarter will offer renewable energy opportunities again alongside retail and recreational outlets, whilst the Coal Store will be the main employment hub with manufacturing, office and training facilities. There are also plans to retain the Battle of Prestonpans site as an area of green space amidst the more built up areas of the development.<sup>31</sup> The Masterplan outlines a vision for the site and East Lothian Council's purchase demonstrates ambition for job creation. The Cockenzie site is adjacent to the proposed development of Greater Blindwells and the potential of linking a new skilled workforce with a new employment area alongside infrastructure and energy related opportunities needs to be realised.

## Tourism

2.56 Tourism is a key sector for East Lothian in terms of employment opportunities and bringing visitors and visitor spend into the local economy. Visitors are particularly attracted to the area for the natural landscape, the leisure activities, including golf, and the food and drink offer. This is reflected in the ELC Strategy which sets an objective for East Lothian to become 'Scotland's leading coastal, leisure and food and drink destination'.

2.57 A high proportion of visitors to East Lothian come from elsewhere in Scotland. East Lothian has marketed itself to visitors in recent years with the '*Wish You Were There...*'<sup>32</sup> initiative and, more recently, under the 'Edinburgh's Coast and Countryside' banner. There are a number of offers and events in the area that attract these visitors. In terms of festivals and events, the Fringe by the Sea, Lammermuir Festival, the Saltire Festival and the 3 Harbours Festival and just some of the events that attract visitors from outwith the area. The 2015 East Lothian Visitor Survey found that key visitor segments are active explorers, family timers, relaxers, event-goers and people visiting friends and relatives. The report also highlighted the opportunity for East Lothian to attract a greater number of overseas tourists visiting Edinburgh.<sup>33</sup>

2.58 Golf is estimated to attract 100,000 visitors to East Lothian each year. The area has hosted high profile golfing events in recent years – The Open in 2013 at Muirfield Golf Links and the 2015 ASI Scottish Open and Ladies Scottish Open at Gullane Golf Club. The 2018 ASI Scottish Open and Ladies Scottish Open was again be held at Gullane and both events will be hosted at The Renaissance Club in 2019.

2.59 The East Lothian Tourism Action Plan for 2016-2018 outlines the following four areas for growth, which align with those set out in the EDS:

<sup>31</sup> [http://www.eastlothian.gov.uk/info/204/local\\_development\\_plan/1850/former\\_cockenzie\\_power\\_station\\_and\\_surrounding\\_area\\_masterplan\\_report](http://www.eastlothian.gov.uk/info/204/local_development_plan/1850/former_cockenzie_power_station_and_surrounding_area_masterplan_report)

<sup>32</sup> [http://www.eastlothian.gov.uk/news/article/1167/wish\\_you\\_were\\_there](http://www.eastlothian.gov.uk/news/article/1167/wish_you_were_there)

<sup>33</sup> [https://www.eastlothian.gov.uk/download/downloads/id/23153/east\\_lothian\\_visitor\\_survey.pdf](https://www.eastlothian.gov.uk/download/downloads/id/23153/east_lothian_visitor_survey.pdf)



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

## 3 Local Economic Assessment

### Headline messages

- East Lothian has one of the fastest growing populations in Scotland and this is expected to continue to 2041.
- The proportion of people of working age is below the Scottish average, and the population is ageing, which is a challenge for the supply of labour and the dependency ratio.
- The number of jobs in East Lothian has been growing at a faster rate than the ESES region and nationally, although this is expected to slow to 2028. The challenge will be to ensure a supply of local jobs for the growing population
- East Lothian residents tend to work in higher skilled occupations, although, within this, the share of professional occupations lags behind the regional proportion due to the 'Edinburgh effect' which inflates the regional average.
- Within East Lothian itself the job opportunities tend to be more lower skilled. There is a particularly high rate of part-time and self-employed working in East Lothian.
- There are 3,180 businesses in East Lothian and the business base has demonstrated strong growth in recent years. It has exceeded the EDS target of an additional 350 businesses.
- Businesses in the area are engaged with East Lothian Council support services, Business Gateway, Scottish Development International and the Supplier Development Programme.
- Human Health is the top employing sector in East Lothian, followed by Wholesale and Retail. Employment in Education is high and above the Scottish average.
- There is forecast to be strong growth in the high-value Professional, Scientific and Technical sector with an additional 350 jobs to 2028.
- Tourism is an important sector and key markets are day visitors and tourists from other parts of Scotland. There is a focus on major events and consistent marketing to strengthen the sector.
- Since the global economic downturn East Lothian's growth in GVA and productivity has lagged behind the ESES region and Scotland for most of the last decade.
- Business Expenditure on Research and Development (BERD) has grown significantly and the ESESCRD is likely to enhance job creation.
- East Lothian has a well-qualified working age population, above the national average.
- The number of school pupils has grown over the last two decades and is expected to continue, against the national trend.
- School leaver attainment is broadly in line with national averages, although the percentage of East Lothian school leavers entering directly into employment is above the national average.

### Introduction

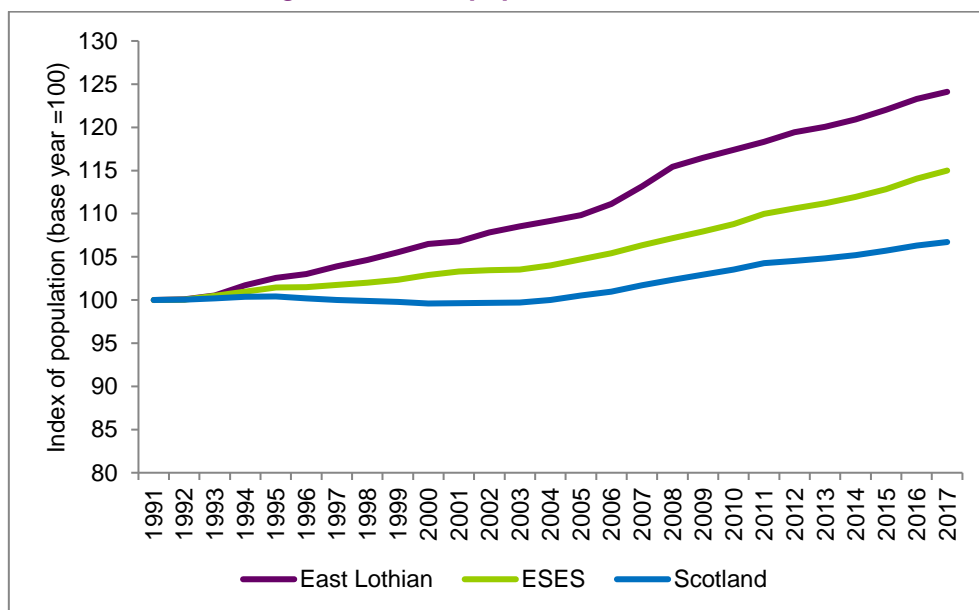
3.1 This chapter is the Local Economic Assessment for East Lothian. It draws on published datasets to present the current position and identify trends over time, in terms of population and demographics, the labour market, business base, sectoral strengths, the local economy and education.

Where possible, data for East Lothian is compared to Edinburgh and South East Scotland (ESES) region<sup>34</sup> and Scotland as a whole. Further detail of data is provided in Appendix D.

## Demographics

3.2 Figure 3.1 shows that East Lothian’s population is rapidly expanding. There were just over 104,000 East Lothian residents in 2017, with strong growth of 24% from 1991, significantly faster than 15% growth in the ESES region and 7% nationally. East Lothian’s population is projected to continue to grow.

**Figure 3.1: Total population, 1991-2017**



Source: Mid-Year Population Estimates, 2018

3.3 East Lothian is forecast to be one of the fastest growing council areas in Scotland, in terms of population. Only Midlothian is projected to grow more rapidly in the period to 2041. The latest population projections from National Records of Scotland<sup>35</sup> show that the East Lothian population will grow by around 19,000 people, or 18%, between 2016 and 2041. As shown at Figure D.1 in the appendix, the corresponding figures for the ESES region and Scotland are 12% and 5% respectively.

3.4 This forecast population growth is driven by positive net migration, rather than increased births. This suggests that East Lothian is an increasingly attractive place to live. The National Records of Scotland splits the projected population growth over 2016 to 2041 into +20,740 net migration and -1,604 natural change. This will therefore have implications for housing, transport, schools, health and social care and local infrastructure in East Lothian.

3.5 The working age population (16-64 years) in East Lothian was 64,900 in 2017, accounting for 62% of the total population. This is below the proportion of people of working age in ESES region and Scotland (both 65%, see Figure D.2), meaning that the workforce in East Lothian going forward may be particularly tight. The working age population is forecast to comprise around 56% of the total East Lothian population by 2041, below the national average.

<sup>34</sup> The Edinburgh and South East Scotland City Region Deal consists of the following local authorities: City of Edinburgh, East Lothian, Fife, Midlothian, Scottish Borders and West Lothian.

<sup>35</sup> <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-projections>

3.6 In line with the national picture, the East Lothian population is ageing and this is forecast to continue. The share of the population aged 65 years or more grew from 17% to 20% in the last decade. Looking forward, whilst the population aged between 0-15 and of working age is forecast to increase by 9% and 13% respectively, the population of people of pensionable age and over is projected to increase by 44%. This clearly suggests a steep increase in the dependency ratio in East Lothian.

3.7 The combination of a decline of people of working age and the ageing population presents an increasing challenge for both the supply of labour and for the provision of health and social care. Where will the workforce come from to provide for the needs of an ageing population?

3.8 East Lothian remains one of the least deprived council areas in Scotland which arguably contributes to its attractiveness as a place to move to and live. The 2016 Scottish Index of Multiple Deprivation (SIMD) shows that none of East Lothian's 132 datazones are in the 10% most deprived datazones in Scotland and this has case been the case over the past 12 years. East Lothian has two datazones in the 15% most deprived, both of which are in the Fa'side Area Partnership: one in Tranent and one in Elphinstone. However, the nature of rural poverty means that it is not well reflected by SIMD as it is more geographically dispersed than in more urban areas.<sup>36</sup> Although it should be noted that SIMD does include geographic access to services as a criterion.

3.9 SIMD is broken down into seven domains, set out at Table 3.1. East Lothian has 15 datazones in the 15% most access (to services) deprived in Scotland, and these are largely the rural areas outside Haddington and Dunbar. Many of the small pockets of deprivation in education, crime, housing and income are concentrated in Musselburgh, Prestonpans and Tranent.

**Table 3.1: Number of East Lothian datazones in 15% most deprived in Scotland**

Domain	No of datazones	% of EL datazones
Access	15	11%
Education	10	8%
Crime	8	6%
Housing	5	4%
Income	5	4%
Employment	1	1%
Health	0	0%
Overall rank	2	2%

*Source: Scottish Index of Multiple Deprivation, 2016*

3.10 Haddington, Dunbar and North Berwick, in particular, have very low levels of deprivation against all domains, making them more attractive areas for people to live.

## The labour market

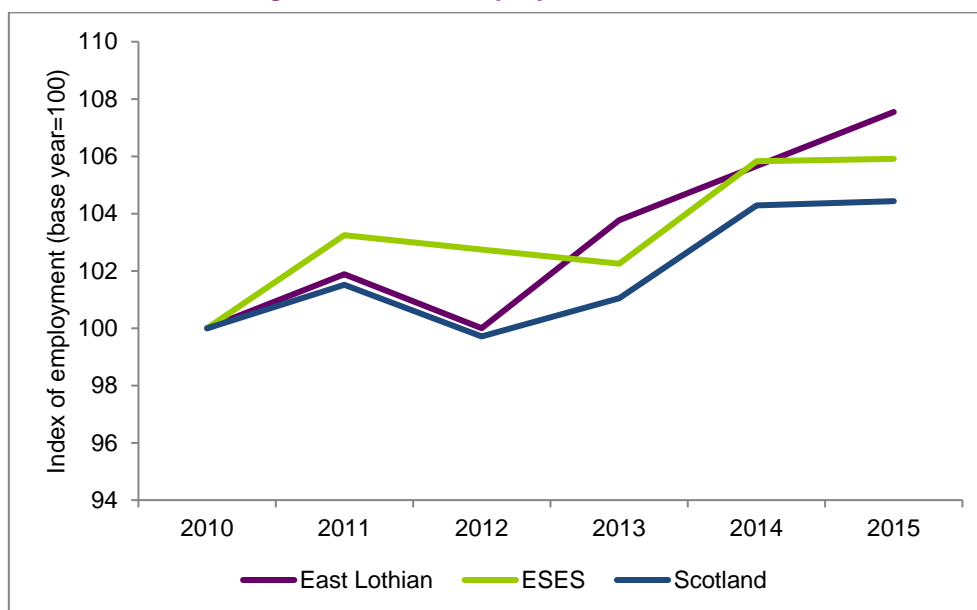
3.11 Total employment in East Lothian is rising, and at a faster rate than across the region as a whole and Scotland. Employment in 2015 was 28,500, and this is based on workplace-based figures i.e. the number of jobs in East Lothian, as opposed to the number of East Lothian residents with jobs. Total employment grew by 8% from 2010, as shown at Figure 3.2, compared to 6% growth across the ESES region and 4% across Scotland. The increasing number of jobs could be related to the population growth in East Lothian.

3.12 Due to a different methodology in capturing figures it is not possible to compare figures from after 2015 to preceding years. However, the data does show that in 2017 total employment in East

<sup>36</sup> <http://www.poverty.ac.uk/sites/default/files/attachments/PSE-Report-Scotland-urban-rural-poverty-March-2016.pdf>

Lothian was 31,500, representing a growth of 1,500 jobs or 5% since 2010 when using the same methodology. This indicates that the strong employment growth has continued.

**Figure 3.2: Total employment, 2010-2015**



Source: Business Register and Employment Survey

3.13 Following stagnant growth between 2017 and 2019, the number of jobs in East Lothian is anticipated to continue to rise to 2028<sup>37</sup>. As shown at Figure D.3, job growth in East Lothian (5% growth) is forecast to outpace national growth (4%), but lag behind regional growth (7%) over the period to 2028. This has implications for ensuring that there are enough locally available employment opportunities for the growing population.

3.14 Part-time working remains high in East Lothian, which may point to more flexible working for residents, but may also mean a lack of full-time opportunities. In 2015 East Lothian had a lower full-time employee rate, at 63%, than ESES (68%) and Scotland as a whole (67%). This trend has been relatively stable since 2010. East Lothian has a relatively high prevalence of self-employment at 15.5% of everyone in employment. This is higher than the corresponding rates for ESES (10.9%) and Scotland (12.0%)<sup>38</sup> in 2017/18. Over the last decade, East Lothian’s self-employment rate has consistently been above that of the region-wide and nationwide average. This could point to an enterprising culture that can be built on, but it may also be a reflection of people choosing self-employment due to a lack of locally available employment opportunities.

3.15 At 4.2% of the working age population, unemployment in East Lothian is slightly below the national rate, and well below the regional rate, as shown at Table 3.2. It has, however, been on a downward trend in East Lothian since the height of the recession, from a peak of 7.4% in 2010/11. In contrast, the economic inactivity rate continues to be lower in East Lothian than regionally or nationally. The rate has consistently outperformed both the regional and national rates over the last decade.

**Table 3.2: Unemployment and inactivity rates, 2017/18**

Indicator	East Lothian	ESES	Scotland
Unemployment rate	4.2%	3.1%	4.1%
Inactivity rate	17.7%	21.0%	22.2%

Source: ONS, 2018

<sup>37</sup> According to Oxford Economics forecasting data, used by Skills Development Scotland for the Regional Skills Assessments

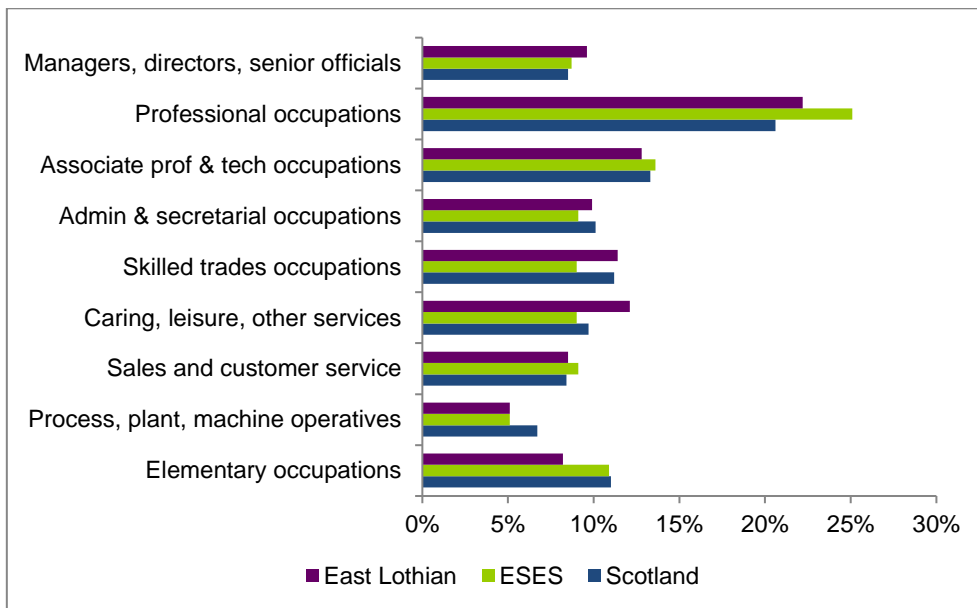
<sup>38</sup> Annual Population Survey, % in employment who are self-employed, aged 16+

3.16 In terms of International Labour Organisation (ILO) unemployment<sup>39</sup>, around 2,200 East Lothian residents were unemployed in 2017/18 (a rate of 4.2%), and this has fallen by 1,400 since 2010/11. However, unemployment is still high for the youngest age groups, with around 8% of 16-24 year olds being unemployed in 2017/18, although this has fallen from a high of 24% in 2010/11.<sup>40</sup> This decline is partly due to the improved economic climate along with the Scottish Government’s focus on tackling youth unemployment for example through the Youth Employment Scotland Fund and Developing the Young Workforce (DYW) groups. However, the rate remains high and the risk for young people is that if they do not move in to jobs, they may face life long insecure and low value employment.

3.17 Over two fifths (45%) of East Lothian’s residents work in highly skilled occupations (managers, directors and senior officials; professional occupations; and associate professional and technical occupations). This is above the national average (42%), but lags behind the regional average (47%). The high proportion of people in highly skilled occupations in ESES is driven by the large proportion of residents employed in professional occupations (25% region-wide, compared to 22% in East Lothian and 21% nationally), as shown at Figure 3.3. Indeed, East Lothian has consistently had a lower share of professional occupations than the region over the past decade, due to the high density of these types of roles in Edinburgh. This will likely explain some of the outward commuting from East Lothian to Edinburgh for higher skilled jobs.

3.18 It is positive that East Lothian residents can earn higher wages in Edinburgh, and hopefully spend more income in their local area. However, East Lothian and its residents would benefit from higher value jobs and business activities being available locally. Currently, more lower-skilled jobs are available locally, for example East Lothian is over-represented in caring, leisure and other service occupations (12% of residents, compared to 9%-10% regionally and nationally).

**Figure 3.3: Occupations, 2017/18**



Source: Annual Population Survey, 2018

3.19 The 2018 Regional Skills Assessment<sup>41</sup> for East Lothian forecasts a demand for skills in Human Health and Social Care. This demand will in part be driven by the Scottish Government’s expansion of

<sup>39</sup> This refers to people who are actively seeking and available for work, and is measured using an internationally agreed definition.

<sup>40</sup> SDS (2017) Data matrix, people and skills supply 2017

<sup>41</sup> SDS (2018) Regional Skills Assessment: East Lothian Local Authority Infographic

free Early Learning and Childcare by 2020. There will also be increasing demand as a result of an ageing population, and the associated health and care requirements.

3.20 The demand for Construction skills, STEM and high-level skills, and also Digital and data skills is expected to grow in East Lothian. The demand for the latter is driven by the increasing application of ICT and Digital technology across all sectors. This is emphasised by the findings of ekosgen’s recent report into Digital Technologies skills in Scotland, which shows an increasing demand and expectation for people with digital skills across the economy.<sup>42</sup> Similarly, there is a shortage of STEM skills in the Scottish economy, and East Lothian is no different.<sup>43</sup> This means there is a need for targeted education to align with skills shortages, and may also mean that East Lothian employers will be competing with employers in other areas for these skills.

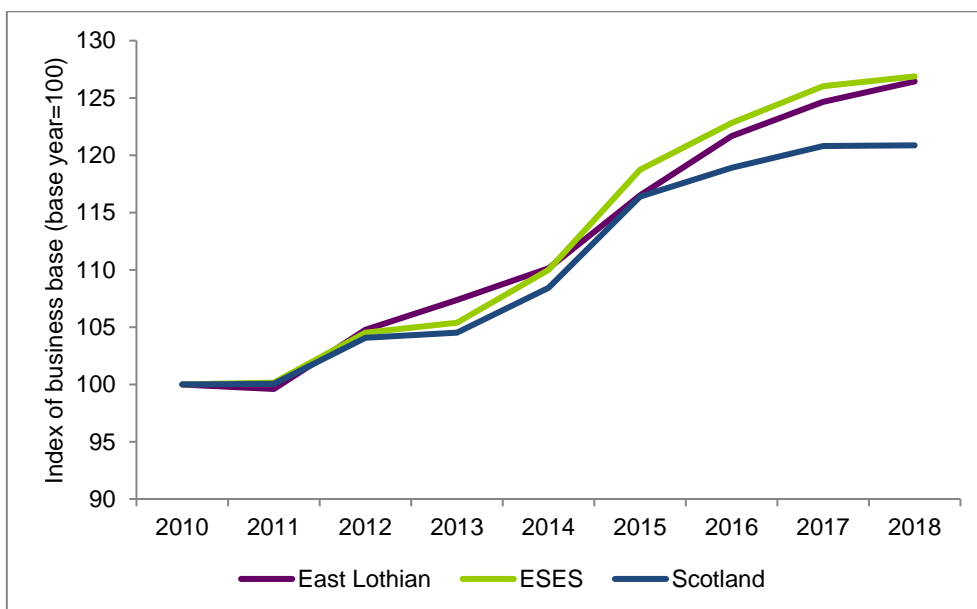
3.21 In 2017, the median annual gross pay for East Lothian *residents* in employment was just over £23,000<sup>44</sup>. This is in line with the national average, although it has been marginally higher than the Scottish average over the last decade, suggesting that the national average has caught up. The average salary for East Lothian residents in full-time employment was £32,800 in 2017, 12% above the national average.

3.22 In contrast, the median annual gross pay for those *working* in East Lothian (but not necessarily resident in East Lothian) was £21,500, lower than resident-based pay and 8% lower than the national average. This reflects that people commute outwards to access higher paid jobs, most notably to Edinburgh.

## The business base

3.23 There were 3,180 businesses in East Lothian in 2018, a growth of 665 (26%) from 2010. This already greatly exceeds the EDS target of an additional 350 businesses by 2020. As shown at Figure 3.4, the business base in East Lothian has grown at a faster rate than the overall Scottish business base since 2010 (21%), but slightly slower than the rate in the ESES region (27%).

Figure 3.4: Number of Businesses, 2010-2018



<sup>42</sup> ekosgen / SDS (2017) Scotland’s Digital Technologies Sector Analysis: Final Report

<sup>43</sup> ekosgen / SDS (2017) Developing a Scottish STEM Evidence Base: Final Report

<sup>44</sup> Annual Survey of Hours and Earnings

Source: UK Business Counts, 2018

3.24 The East Lothian business base has a similar profile to the ESES region and Scotland as a whole. The business base in East Lothian is dominated by micro businesses (0 to 9 employees), which account for 89% of the base, largely in line with rates regionally and nationally (both 88%). Small businesses (10 to 49 employees) comprise 10% of the business base in East Lothian, medium-sized businesses (50 to 249 employees) account for 1% and large businesses (250 or more employees) less than 1%. These trends have been broadly stable since 2010.

3.25 East Lothian has a growing business birth rate, showing the area to be a supportive environment for those wishing to start a business. In 2016/17 there were 58 business starts for every 10,000 people in the working age population<sup>45</sup>, slightly below the national average of 62 and West Lothian (59), but comparing favourably to other ESES regional authorities, Scottish Borders and Fife (both 54) and Midlothian (51). The business birth rate in East Lothian has grown slightly from 55 in 2014/15 and 51 in 2015/16.

3.26 Whilst the business birth rate is an important indicator, its benefits are realised through a strong survival rate. The business survival rate in East Lothian is similar to the national average and neighbouring council areas<sup>46</sup>. Approximately 60% of businesses in the area survived over the three year period between 2012 and 2015, slightly lower than the Scottish rate (62%), Midlothian (63%) and Scottish Borders (67%), but slightly above that of West Lothian and City of Edinburgh (both 59%).

3.27 There is a range of support mechanisms, interventions and organisations in East Lothian to support the business base. These include East Lothian Council, East Lothian Works, Business Gateway (BG; delivered by East Lothian Council through East Lothian Works), Scottish Development International (SDI) for support to access international markets and the Supplier Development Programme (SDP) for support with public sector procurement.

3.28 Table 3.3 sets out the number of businesses supported or assisted by these organisations over the last three years. East Lothian Council business support appears to have become more targeted, with more businesses receiving fewer instances of support. This may partly be a result of budgetary constraints. The numbers of business support interventions through BG, SDP and SDI have been broadly steady over the period.

**Table 3.3: Business support interventions**

Support intervention	2016/17	2015/16
Businesses supported by ELC	69	32
<i>Instances of ELC support</i>	<i>151</i>	<i>386</i>
BG support interventions	134	161
SDI support assists	24	29
Businesses participating in SDP	10	23

Source: SLAED Indicators Framework, 2017

3.29 In addition, there were 226 BG start-up businesses trading in 2016/17. This had grown substantially from 148 in 2015/16 and 191 in 2014/15.

## Sectoral strengths

3.30 Similar to the picture across ESES and Scotland, employment in East Lothian is concentrated in health, and also in other sectors that are relatively low paid. The top employing sectors in East Lothian

<sup>45</sup> SLAED Indicators Framework

<sup>46</sup> *ibid.*



are the Human Health sector (5,000 jobs), Wholesale and Retail (4,000) and Education (3,250). There is a greater dependence on the Human Health sector in East Lothian than in the region and nationwide, as shown at Table 3.4, and this dependency is a risk if the NHS faces further budgetary cuts.

**Table 3.4: Top employing sectors, 2015**

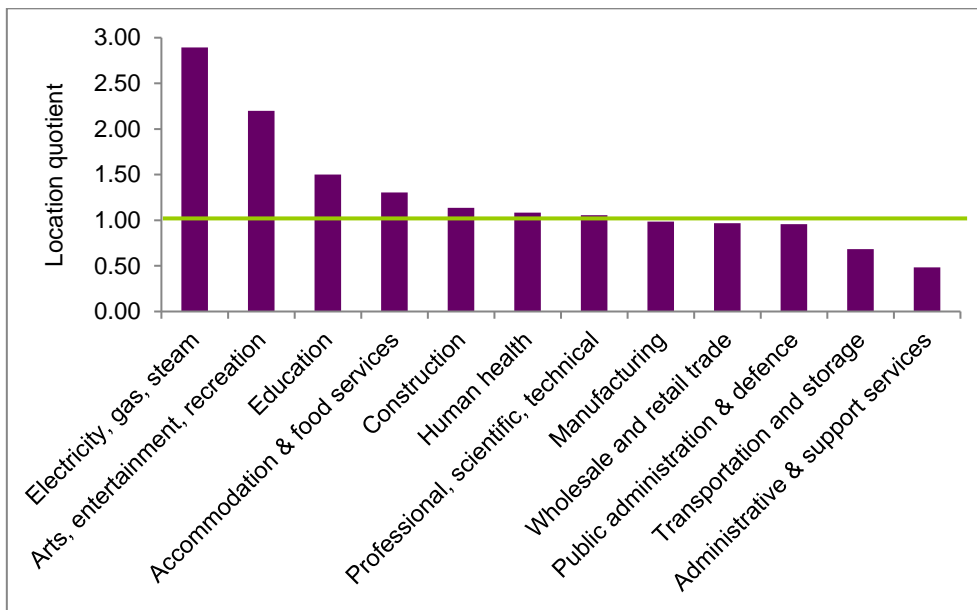
East Lothian	ESES	Scotland
Human Health (18%)	Human Health (15%)	Human Health (16%)
Wholesale and Retail (14%)	Wholesale and Retail (15%)	Wholesale and Retail (15%)
Education (11%)	Education (9%)	Accommodation and Food Services (8%)

Source: Business Register and Employment Survey, 2018

3.31 A location quotient shows the concentration of employment in sectors when compared to the national average. A location quotient of 1 means that the area’s share of employment in that sector is in line with the national average. Above 1 means that the sector is over-represented, and a location quotient of below 1 means that the area is under-represented in employment for that sector.

3.32 Figure 3.5 shows that East Lothian has a particular employment specialism in the Electricity, Gas and Steam sector – almost three times the national average, despite being a low employing sector (600 jobs) – and the Arts, Entertainment and Recreation sector – over double the national average, and employing over 1,600 people in East Lothian.

**Figure 3.5: Location quotient of top 12 employing sectors in East Lothian, 2015**



Source: Business Register and Employment Survey, 2018

3.33 East Lothian is forecast to experience substantial job creation in the high-value Professional, Scientific and Technical sector, of over 350 jobs, over the period to 2028. These jobs will likely be highly skilled and well paid, and help to close the gap in the share of Professional Occupations between East Lothian and the ESES region. They may also act as more local employment opportunities for those who commute to Edinburgh for higher paid jobs. There is also expected to be significant job growth in the Construction sector, in line with the national trends of construction being the fastest growing sector, and Arts, Entertainment and Recreation sector<sup>47</sup> (which is part of the Leisure and Hospitality super-sector).

3.34 However, as shown at Table 3.5, the Manufacturing sector is forecast to decline by over 300 jobs over this period, and there is also expected to be large declines in the Agriculture, Forestry and

<sup>47</sup> This includes gambling and betting; libraries and museums; sports activities; creative, arts and entertainment activities; and other amusements activities.

Fishing – similar to the sector’s trend nationally – and Public Administration sectors – unsurprising due to the current policy of austerity in the UK. The forecasts show that East Lothian’s high employment specialism in Electricity, Gas and Steam sector is due to decrease by 2028. This is in part due to the decommissioning of Cockenzie Power Station, and may also be due to the anticipated decommissioning of Torness nuclear power station. Sufficient alternative employment opportunities will be needed to keep these workers in East Lothian.

**Table 3.5: Forecast job growth and decline by sector in East Lothian, 2017-2028**

Sector	Change in jobs	% change in jobs
Highest forecast job growth		
Construction	422	15%
Arts, Entertainment and Recreation	362	13%
Professional, Scientific and Technical	351	15%
Highest forecast job decline		
Manufacturing	-318	-14%
Agriculture, Forestry and Fishing	-164	-8%
Public Administration	-120	-7%

Source: Oxford Economics forecast work, for Skills Development Scotland, 2018

3.35 The sectors with the largest number of businesses in East Lothian are the high value Professional, Technical and Scientific sector (545 businesses), Construction (415) and Wholesale and Retail (410). As shown at Table D.1, this is in line with the top business sectors both regionally and nationally.

3.36 The fastest growing business sectors in East Lothian are also in line with the figures for the ESES region and Scotland. Since 2010, the Professional, Scientific and Technical sector has seen a growth of 200 businesses in East Lothian (+58%). There has also been strong growth in the Administrative and Support Services (115 businesses, +82%) and Information and Communication (105 businesses, +81%) sectors

3.37 Tourism has been recognised as an existing strength of the East Lothian economy, which can be further developed. In total 1.35 million tourists visited East Lothian in 2016, a small fall from a peak of 1.44 million in 2014<sup>48</sup>. The 2015 East Lothian Visitor Survey showed that the majority (71%) of visitors to East Lothian come from elsewhere in Scotland, with 42% coming from the City of Edinburgh, 23% are from elsewhere in the UK and 6% are from overseas. The survey also showed that just over half (52%) of tourists visited East Lothian as a day trip. To continue to exploit this domestic visitor market, strong transport links will be needed to facilitate visits, and high quality accommodation offers can encourage day visitors to stay overnight and therefore spend more money locally.

3.38 The Tourism sector has significant value for East Lothian, in terms of employment and visitor expenditure. The East Lothian Tourism Action Plan estimated the sector to account for 2,664 jobs or 10% of all employment in East Lothian<sup>49</sup>, while the Scottish Government Growth Sector Statistics<sup>50</sup> estimated there to be around 3,500 people employed in the Sustainable Tourism sector in East Lothian in 2017. Total visitor spend in East Lothian in 2016 amounted to £187.69 million and the economic impact of tourism was £250.18 million.<sup>51</sup> Major tourist events have had further significant impact on the East Lothian economy. The 2013 Open Golf was held in the area and it had a direct economic impact of £13.44 million for East Lothian.<sup>52</sup> The 2018 Aberdeen Standard Investments Scottish Open and

<sup>48</sup> Global Trend Solutions (2016) STEAM FINAL TREND REPORT FOR 2009-2016

<sup>49</sup> [http://www.eastlothian.gov.uk/downloads/file/10981/east\\_lothian\\_tourism\\_action\\_plan\\_2016-2018](http://www.eastlothian.gov.uk/downloads/file/10981/east_lothian_tourism_action_plan_2016-2018)

<sup>50</sup> <http://www.gov.scot/Topics/Statistics/Browse/Business/Publications/GrowthSectors/LADatabase>

<sup>51</sup> Global Trend Solutions (2016) STEAM FINAL TREND REPORT FOR 2009-2016

<sup>52</sup> [http://www.eastlothian.gov.uk/downloads/file/10981/east\\_lothian\\_tourism\\_action\\_plan\\_2016-2018](http://www.eastlothian.gov.uk/downloads/file/10981/east_lothian_tourism_action_plan_2016-2018)

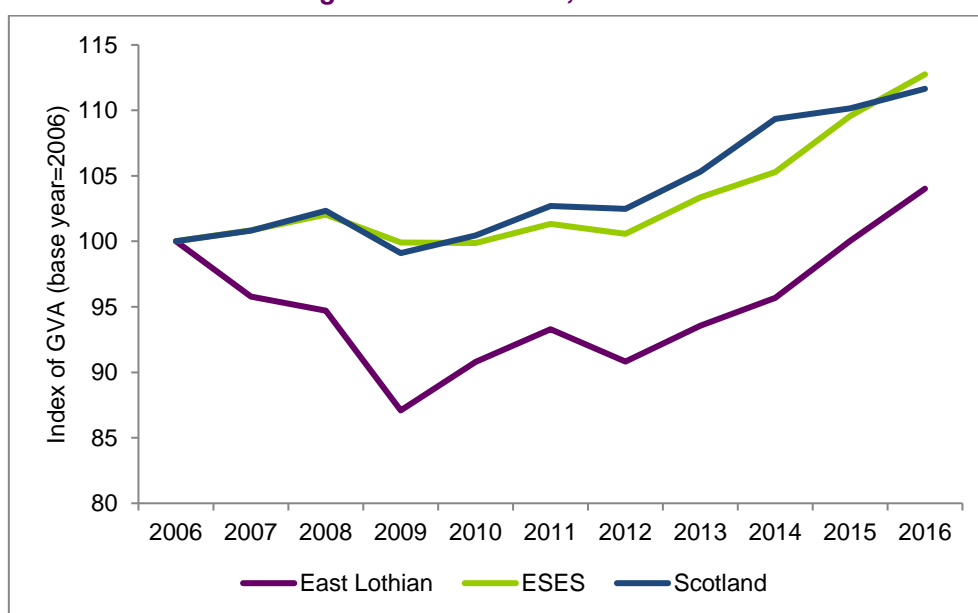
Ladies Scottish Open was also held in East Lothian, delivering a net local economic impact of £5.5 million, helping to sustain 103 tourism jobs.

3.39 The East Lothian Tourism Action Plan outlines East Lothian's key assets as a tourist destination including its golf courses, coastline, countryside, food and drink offer and proximity to Edinburgh<sup>53</sup>. Building on these assets and the objectives outlined in the Action Plan, consistent marketing and branding of East Lothian's tourism offer as Visit East Lothian: Edinburgh's Coast and Countryside has been developed<sup>54</sup>. East Lothian's Food & Drink offer and marketing has also been developed through the formation of the East Lothian Food and Drink Business Improvement District (BID) in 2016, which has established East Lothian – Scotland's Food and Drink County branding and promotes the 'made by us' products of its members<sup>55</sup>.

## Local economic performance

3.40 The East Lothian economy was particularly adversely affected by the global economic downturn and recovery continues to struggle. GVA in East Lothian in 2015 was £1,737 million, representing only a 4% growth since 2006. As shown at Figure 3.6, GVA growth in East Lothian has lagged behind that in the ESES region (13%) and Scotland (12%) over the same period. Whilst over the ten year period there has been a small growth in GVA in East Lothian, this masks a significant decline (13%) from 2006 to 2009. East Lothian has only recently returned to pre-recession levels. Across the ESES region and Scotland there was also a decline in GVA around the period of the recession, from 2008 to 2012, however since 2012 these areas have gone on to experience more significant growth.

**Figure 3.6: Total GVA, 2006-2016**



Source: Oxford Economics forecast work, for Skills Development Scotland, 2018

3.41 As shown at Figure D.4, East Lothian has seen a 16% growth in productivity from 2006 to 2016. However, as with GVA, growth in productivity has lagged behind that in the ESES region (12%) and Scotland (14%) until recently in 2015 and 2016 when the three converged. This is in part explained by the fact that productivity in East Lothian fell below 2006 levels from 2007 to 2014. At around £50,100

<sup>53</sup> Ibid.

<sup>54</sup> <http://www.visiteastlothian.org/home>

<sup>55</sup> <https://www.scotlandsfoddrinkcounty.com>; <https://www.bids-scotland.com/news-centre/949-east-lothian-food-and-drink-bid>

per job, productivity in East Lothian remains marginally lower than that across the ESES region (£50,900) but is now above that of Scotland (£47,800).

3.42 Expenditure on R&D and innovative activities by businesses in an economy is important to support technological progress and encourage sustainable long-term productivity growth and competitiveness. In the last two years, East Lothian has seen a strong increase in Business Expenditure on Research and Development (BERD). In 2016, BERD spending in the area was around £3.9m, an increase on 2014 figures which showed spending to be just under £3.1m<sup>56</sup>. Although relatively small expenditure, and the lowest in the region<sup>57</sup>, this is a 27% increase over a period where national BERD increased by 12%.

3.43 Job creation from inward investment is low, but this is likely to be boosted by recent investment in development projects. SLAED Indicators also record the number of planned new jobs and safeguarded jobs from completed inward investment projects. There were 16 new and 16 safeguarded jobs planned in 2015/16, but none recorded in 2016/17 or 2014/15. However, the completion of a number of ESESCRD projects over the coming years, as detailed in Chapter 2, is likely to bring considerably more job opportunities to East Lothian and the wider region, particularly construction jobs.

3.44 East Lothian has a lower town centre vacancy rate than the national average, suggesting that businesses see the attractiveness of setting-up in these towns and that there are fewer business deaths on average when compared to other areas. In 2016/17 town vacancy rates were 7.8% in East Lothian, lower than 10.2% nationally<sup>58</sup>. However, vacancy rates have been on the rise in East Lothian, from 6.4% in 2014/15, while they have remained fairly steady across Scotland. This has been driven by a rise in vacancy rates in Prestonpans, from 12.5% in 2012/13 to 15.8% in 2015/16<sup>59</sup>, well above the vacancy rates for the other towns in East Lothian.

## Education

3.45 The working age population of East Lothian is relatively well qualified, as reflected in the occupational profile of the area. In 2017, 46% of the working age population in East Lothian held qualifications at SCQF Level 7 or above. This was above the national level of 44% but below the regional level of 48%.

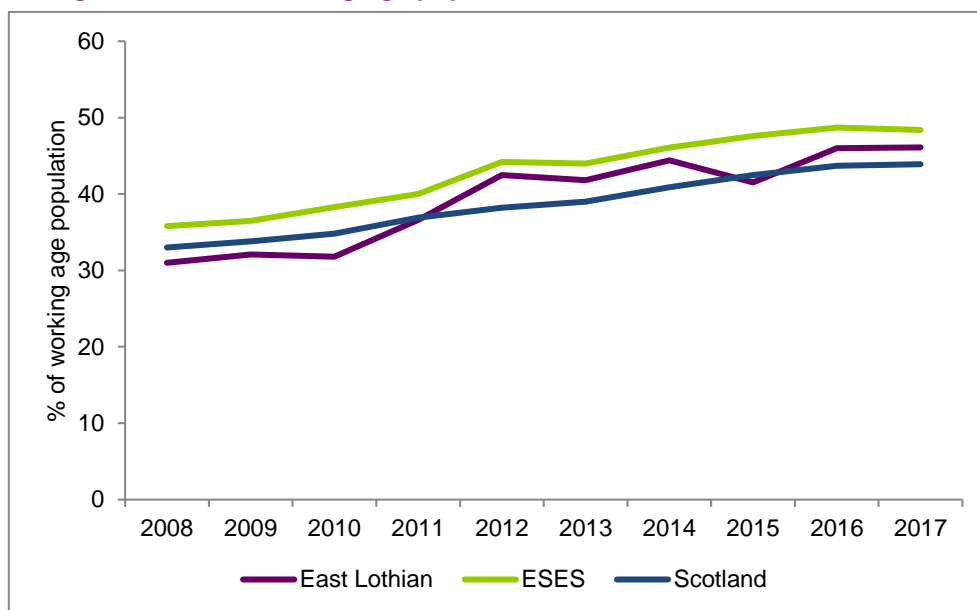
3.46 Figure 3.7 shows that the proportion of the working age population in East Lothian with SCQF Level 7+ has grown relatively strongly over the last decade since 2008, surpassing the national average in 2011. There is also forecast to be significant expansion in the demand for high level skills at SCQF 7+ across East Lothian and the wider Edinburgh and Lothians RSA area, with an expected additional demand of 17,300 people qualified to SCQF 7+ by 2027. This is in addition to a replacement demand of almost 113,000 for those qualified to SCQF 7+.

<sup>56</sup> <http://www.gov.scot/Topics/Statistics/Browse/Business/RD>

<sup>57</sup> The City of Edinburgh was £285.4m, West Lothian was £110.5m, Fife was £28.8m, Scottish Borders was £7.3m and Midlothian was £3.2m.

<sup>58</sup> SLAED Indicators Framework

<sup>59</sup> [http://www.eastlothian.gov.uk/info/200466/growing\\_our\\_economy/1599/growing\\_our\\_economy/5](http://www.eastlothian.gov.uk/info/200466/growing_our_economy/1599/growing_our_economy/5)

**Figure 3.7: % of working age population with SCQF Level 7+, 2008-2017**

Source: Annual Population Survey, 2018

3.47 In contrast, the proportion of the working age population in East Lothian (6.3%) and the ESES region (5.8%) with no qualifications was well below the national average (8.7%) in 2017. East Lothian has seen a significant drop in this share over the decade from 2008, of 7.3 percentage points, greater than the decline across the region and Scotland.

3.48 As of April 2017, there were six secondary schools and 35 primary schools based in East Lothian. In total there were just over 14,200 school pupils in East Lothian in 2016; split between 8,500 primary school pupils and 5,700 secondary school pupils. As shown at Figure D.5, the number of school pupils in East Lothian grew by just over 700 or 5% from 2001 to 2017. This compares to declines of 2% across the wider ESES region and 8% across Scotland over the same period. High levels of growth in school pupil numbers within East Lothian, against the national and regional trend, are likely to be a reflection of the wider population growth within the East Lothian area, and particularly its attractiveness to young families.

3.49 The strong growth in secondary school pupil numbers is expected to continue, suggesting that families will continue to locate in East Lothian. In the period to 2020 Scottish Government figures project that there will be a 2% decline in the number of primary school pupils in East Lothian accompanied by an 11% increase in secondary school pupils. By comparison the number of primary school pupils across Scotland will stay stable and the ESES region will see 2% growth. For secondary school pupils, the number will stay stable across the ESES region whilst across Scotland there will be a 6% growth.

3.50 The level of attainment of school leavers in East Lothian in 2016/17 was similar to that of school leavers nationally, as shown at Table D.2. East Lothian was very slightly behind in the percentage of school leavers that achieved one or more awards at SCQF Level 5 (National 5 level) or better. However, the shares of school leavers achieving one or more awards at SCQF Level 6 (Higher) and Level 7 (Advanced Higher) were much higher than that across Scotland. East Lothian school attainment also outperforms the region. In comparison with other local authorities in the ESES region, a higher percentage of school leavers had attained awards at every level, although differences tended to be marginal.

3.51 East Lothian school leavers are going into positive destinations, and there is a tendency for moving straight into employment, rather than further study. As shown at Table 3.6, 94% of school

leavers in East Lothian in 2016/17 entered a positive destination<sup>60</sup>, a slightly higher percentage than across the ESES region and Scotland. School leavers in East Lothian are significantly more likely to enter employment – 37% did so in 2016/17 compared with 30% in the region and 28% across Scotland. In contrast, school leavers are much less likely to enter Further Education (FE) – 16% did so in 2016/17 compared with 23% across both the ESES region and Scotland. This is likely due to the lack of FE college provision in East Lothian, or that those not able to progress to Higher Education (HE) opt for employment rather than travelling outwith the area for FE.

**Table 3.6: School leaver destinations, 2016/17**

Area	Positive Destination	Higher Education	Further Education	Training	Employment
East Lothian	94.2%	36.7%	16.4%	2.0%	37.3%
ESES	92.2%	35.5%	23.3%	1.2%	29.9%
Scotland	92.9%	38.3%	23.0%	1.4%	28.3%

*Source: Scottish Government, 2017*

3.52 There has been a rise in the number of Modern Apprenticeships (MAs) in East Lothian over the last decade. With the limited FE and HE provision locally, apprenticeships can act as a pathway for school leavers to move into employment in East Lothian. There are now consistently around 500 MA starts per annum, with an achievement rate of around 75-80%. The expansion of apprenticeship starts and frameworks (also including the newer Foundation Apprenticeships and Graduate Level Apprenticeships) is helping to increase the number of young people working in East Lothian, and there is an opportunity for the frameworks to be aligned to skills shortages or key sectors such as Food & Drink and Tourism.

3.53 There are no FE Colleges located in East Lothian. The nearby Edinburgh College, which has three campuses in the City of Edinburgh and one in Midlothian, had over 20,000 students enrolled in 2016/17. In terms of HE, Queen Margaret University has been based in Musselburgh, East Lothian since 2007, and is one of the smaller HE providers in Scotland accounting for over 5,200 students in 2016/17, or 2% of the HE student population in Scotland. Although small, there is a higher tendency for postgraduate study at Queen Margaret University, with around one third (34%) of students being postgraduates in 2016/17, above the Scottish average of 24%. Relocation of QMU from Edinburgh to East Lothian has provided a valuable resource for young people in East Lothian with access to HE and for businesses seeking specialist academic input. There is also a particular focus on subjects allied to medicine, which accounted for over half of enrolments in 2016/17.

3.54 There are also a number of academies run through QMU and Edinburgh College that are available to S5/6 pupils in East Lothian as a subject choice. These include the Technology and Construction Academy, which is based at the Construction & Technology Centre in Musselburgh and run through new partnership between East Lothian Council, Edinburgh College and Morrison Construction. It offers a vocational SCQF Level 4 qualification and aims to offer employability and practical construction skills that can be applied in the workplace. As well as academies, Foundation Apprenticeships are also available through QMU and Edinburgh College and offer high quality work based learning as well as an SCQF Level 6 training. A Civil Engineering Foundation Apprenticeship is based at the Construction & Technology Centre in Musselburgh.

<sup>60</sup> Positive destinations are: Higher Education, Further Education, training, employment, voluntary work and activity agreement.

## 4 Key Issues for East Lothian

### Headline messages

- East Lothian's strengths are in its diverse business base with sectoral strengths in food and drink, tourism and Higher Education, entrepreneurial culture, skilled workforce, proximity to Edinburgh and its quality of life.
- Weaknesses are its lack of large employers, the rate of out-commuting for employment, pockets of deprivation in Musselburgh, Wallyford and Prestonpans, limited land availability for economic use in areas of high demand, and poor transport connectivity.
- Inclusion in the Edinburgh South East Scotland City Region Deal is a key opportunity for East Lothian, and it will be important to ensure East Lothian optimises potential economic and social benefits through close partnership working including the opportunity to develop aligned initiatives and funding mechanisms available through the City Deal.
- The Cockenzie site is now in council ownership and control, and unlocking the site and adjacent assets is a key development opportunity for East Lothian
- There are other opportunities around tourism, food and drink and new sectors.
- An important opportunity going forward is to promote East Lothian through the development of an overarching set of propositions for economic development.
- There are challenges around:
  - Developing and preparing to deliver the range of major infrastructure projects and employment sites;
  - Bringing land zoned for economic use in the LDP to market;
  - Addressing issues in East Lothian's physical and digital infrastructure;
  - Responding to projected population growth and East Lothian's ageing population;
  - Balancing East Lothian's environment and quality of life with economic development;
  - Town centre regeneration;
  - Rural economic issues
  - Increasing the proportion both living and working in East Lothian; and
  - Addressing gaps in the tourism offer.
- Brexit presents a range of labour market and trade implications, and likely loss of European funding.
- The refreshed strategy should enable East Lothian to proactively respond to a rapidly changing policy context.

### Introduction

4.1 This chapter summarises the key issues for the East Lothian economy going forward. It provides an update on the strengths, weaknesses, opportunities and challenges facing East Lothian as set out in the previous EDS document. It draws on the issues identified through the workshop series held with key stakeholders during February and March 2018.

## Strengths of the East Lothian economy

4.2 There are a number of strengths in the East Lothian economy that it is able to capitalise upon. These are set out in the table below.

Component	Summary
<b>Business base</b>	<p>East Lothian's diverse business base is dominated by SMEs, which has helped to foster a more entrepreneurial culture in the area. This arguably makes it more resilient to economic shocks, as it is not dependent on a specific employer, or dominated by one sector. A key element of this is perceived to be agricultural businesses that are strongly committed to the local area and its continuing prosperity.</p> <p>East Lothian has recognised sectoral strengths, most notably food and drink and tourism, but also arts, entertainment and recreation, energy, life sciences and education.</p>
<b>Labour market</b>	<p>Growth in employment is strong. Employment in East Lothian has grown faster than nationally since 2010. Those living in East Lothian earn more than the national average, though this is influenced by workers who commute into Edinburgh for employment.</p> <p>East Lothian has a skilled workforce, and employers generally experience few difficulties recruiting good quality staff (though evidence suggests that this is increasingly not the case). This can be considered a consequence of East Lothian's good quality schools and high levels of attainment; there is also a perception that East Lothian attracts and retains skilled individuals to live in the area.</p>
<b>Location</b>	<p>Proximity to Edinburgh is a major asset. Edinburgh is a globally recognised city providing jobs (often high value) for East Lothian residents and a substantial market for East Lothian's businesses, for example it provides a market for the area's tourism and food and drink offer. Regional investment through the ESESCRD, particularly significant investments in Edinburgh, will have spillover benefits for the East Lothian economy.</p> <p>Additionally, although its offering is different, East Lothian can compete with the city for inward investment and has to set out its case proactively in regional fora.</p>
<b>Infrastructure and key assets</b>	<p>Queen Margaret University, whose main campus opened in East Lothian in 2007, is an important asset for East Lothian. It helps to attract new businesses and skilled individuals as well as providing local HE access. Edinburgh Innovation Park, currently under development on the QMU campus and supported by ESESCRD, is a nationally important site for the development of an innovation cluster for Food &amp; Drink and Biotechnology.</p> <p>The Cockenzie site, which is now in Council ownership, is a key development asset for local communities and the wider East Lothian economy. Its adjacency to Blindwells will aid wider economic development.</p> <p>East Lothian has high quality tourist attractions, including the Scottish Seabird Centre, National Museum of Flight and East Lothian's golf courses.</p>
<b>Geography and place</b>	<p>East Lothian is considered to have an excellent quality of life. This is a result of the area's high quality coast and countryside, good quality, affordable housing stock, and historic town centres, each with their own identities. Its proximity to Edinburgh adds to its attractiveness as a place in which to live.</p>
<b>Economic development activity</b>	<p>As part of the ESESCRD, East Lothian stands to benefit from significant investment over the next 20 years.</p> <p>There is a very clear articulation of priority sectors by the Council and strategic partners through The East Lothian Partnership and its Connected Economy Group.</p> <p>The Council's business support activity is valued, and its economic leadership on key sectors, including Food &amp; Drink and Tourism, is developing strong brands. The</p>



Component	Summary
	<p>East Lothian Golf Tourism Alliance (Scotland's Golf Coast for marketing purposes) is also viewed as a partnership of best practice.</p> <p>East Lothian Council's commitment to using Community Benefit approaches to secure local benefits through procurement, and support partners to adopt this approach, can positively impact on spend in the local economy, and help to support businesses and employment in the local area.</p>

## Weaknesses in the East Lothian economy

4.3 Despite East Lothian's economic strengths, there remain a number of weaknesses that act as barriers to growth. These are summarised below.

Component	Summary
<b>Business base</b>	<p>With a high proportion of SMEs, East Lothian has very few large employers outside of the public sector.</p> <p>East Lothian has a high proportion of lifestyle businesses. These businesses tend to have low growth potential, and little investment in R&amp;D and innovation.</p>
<b>Labour market</b>	<p>As there is a tendency for out-commuting to higher value jobs, e.g. in Edinburgh, East Lothian's workplace earnings are below the national average.</p> <p>Growth in employment is forecast to lag behind national and regional rates.</p> <p>With regard to unemployment, as well as other factors of deprivation, there are inequalities between the west of East Lothian (e.g. Musselburgh, Tranent and Prestonpans) and the rest of East Lothian.</p> <p>Employment and training opportunities in smaller, more rural communities in the area are limited and it can be difficult to access the opportunities that are available elsewhere.</p>
<b>Location</b>	<p>As well as a strength, proximity to Edinburgh can also be a weakness for East Lothian.</p>
<b>Infrastructure and key assets</b>	<p>Transport connectivity is an issue in East Lothian. Major road and rail transport infrastructure typically runs East-West across the local authority area, acting as a constraint to North-South travel. In addition, there are also relatively poor albeit improving public transport connections. This limits the degree to which unemployed people, disabled people and people in low-paid jobs are able to access employment and training opportunities and is in turn a challenge for businesses in rural locations and hospitality businesses.</p> <p>East Lothian's tourism infrastructure is limited. Most notably, there are no resort hotels within the area, and only one hotel capable of accommodating larger coach parties. Limited tourism and activities within shoulder months outside of the summer peak is also a challenge.</p> <p>There is a mismatch in available business premises, with limited supply where demand appears highest but good availability in locations with more limited demand – e.g. Tranent and Macmerry. The Council continues to monitor supply and demand and the approved East Lothian LDP allocates sufficient additional economic land to supplement the Council's acquisition of large-scale sites at Cockenzie and QMU and other emerging opportunities.</p> <p>There is a perception that broadband connections in East Lothian are still poor relative to other areas of Scotland. As a result, there remain concerns about the impact this has on the ability to do business, and the ability for East Lothian to adopt and roll out future service and technology developments, such as tele-health. The Scottish Government's R100 ambition should help address this and the Council on</p>

Component	Summary
	behalf of communities and businesses will continue to lobby and hold Government, agencies and providers to account.
<b>Geography and place</b>	<p>Given the attractiveness of East Lothian as a place to live, it can be difficult for those on lower incomes to access private sector housing. There is therefore a need for more affordable and social housing.</p> <p>There is limited car parking in town centres across the local authority area, particularly in North Berwick. This impacts on the length of time residents and visitors come and spend money in East Lothian's towns.</p> <p>The vacancy rate of commercial premises in East Lothian's town centres is increasing. This is impacting on the vibrancy and attractiveness of towns as places to do business.</p> <p>The approved East Lothian LDP details a number of strategic employment sites and the Council will be working with developers to ensure these are developed and marketed – as there has historically been a lack of land available for economic purposes. This should help to attract new jobs. The Cockenzie site and the QMU proposal are other opportunities and the Council and public sector partners monitor their assets and how these can be used most effectively</p>
<b>Economic development activity</b>	The Economic Development Strategy 2012-22 has provided the impetus for council and partners to develop appropriate economic development interventions and address market failures. The challenge remains to marry large-scale employment opportunities with any potential impact on quality of life and environment. In the past there has been limited joint working between East Lothian and neighbouring local authorities, and this has changed in recent years with the Council exploring shared service opportunities with neighbouring authorities. There is also increased and significant collaborative working at a regional level through the ESESCRD.

## Opportunities for East Lothian

### Edinburgh and South East Scotland City Region Deal

4.4 Inclusion in the ESESCRD is an opportunity for East Lothian. The Deal will deliver £1.3 billion investment in the region on infrastructure, employment and skills and so lead to significant economic and social benefits regionally as well as at local level. The key will be for East Lothian to make sure that it optimises the potential benefits for the area by working closely with the City Region Deal partners and ensuring that the particular circumstances and needs of East Lothian are accounted for in decision making, prioritisation and project development.

### Cockenzie

4.5 The Cockenzie site is a major development opportunity for East Lothian. East Lothian Council concluded its purchase of the site in March 2018 and informed by the site Masterplan, the Council intends to develop 90,000m<sup>2</sup> of employment space and 3,500 new jobs through a mixed use development site, generating around £66 million for the East Lothian economy. This will also generate a range of construction and supply chain jobs during its development.

4.6 As a strategic and regionally important development site, East Lothian Council will be working with all partners to ensure the full potential of Cockenzie is realised, and also that of Blindwells, a new town adjacent to the Cockenzie site.

## Optimising proximity to Edinburgh

4.7 East Lothian's proximity to Edinburgh presents some challenges but overall, it is undoubtedly an asset and an opportunity. It provides opportunities in terms of high value jobs for East Lothian residents and as a substantial market for East Lothian's businesses. There is an opportunity to work more closely with Edinburgh and further exploit the fact that East Lothian shares a border with Edinburgh. Propositions include a joint tourism marketing initiatives and of course collaboration across a number of areas is being progressed through ESESCRD.

## Developing East Lothian's tourism offer

4.8 Wildlife and nature-based tourism is seen as a major opportunity that East Lothian can continue to build on. This is particularly the case with Visit Scotland's Coast and Waters themed year planned for 2020. The John Muir Way, Bass Rock and the wider coast and countryside are very valuable assets, for example. It is important that these are better integrated into an East Lothian wildlife tourism package and other opportunities are explored – e.g. to host a major wildlife conference or attract wildlife TV programmes to film in East Lothian.

4.9 There is also opportunity to continue to strengthen links between two of East Lothian's priority sectors, Food and Drink and Tourism. Through East Lothian's Tourism Action Plan, this has been identified as a key action as part of wider efforts to join up tourism offers, and this should continue.

## Developing key and emerging sectors

4.10 There is broad consensus that East Lothian Council and its strategic partners should continue to support Tourism and Food and Drink as important sectors for the area. There is also appetite to develop new and emerging sectors that offer valuable opportunities for East Lothian. It is important that this is done in line with existing or emerging capabilities that can be capitalised on to most effectively realise new opportunities.

4.11 In some cases, key sectoral businesses can be supported or attracted through East Lothian Council, QMU, Scottish Enterprise and other partners' resources. In other cases, the opportunities may be best derived by working at the City Region level or in collaboration with neighbouring local authorities and other stakeholders and partners. Social enterprises and local community based initiatives also have a role to play but will often require sector-specific support, for example through the Scotland-wide Just Enterprise programme or bespoke support through Business Gateway business adviser and local networks.

4.12 Substantial job creation is forecast for Scotland in Professional, Scientific and Technical employment, so East Lothian needs to position itself to best realise these opportunities.

4.13 The sectors identified are:

- **Renewable energy:** This could be achieved through developing links with the marine renewables sectors in Fife and Leith to service machinery in East Lothian's harbours, and help to take advantage of operation and maintenance supply chain opportunities in the longer term. There is also potential to develop (small scale) wind farms in East Lothian, in a similar fashion to those in the Scottish Borders, e.g. the Hoprigshiels Wind Farm operated by Berwickshire Community Renewables.
- **Construction:** There are opportunities in expected major developments in the local authority area in the short and longer term. There are also opportunities in more low carbon and environmentally sensitive construction. With a growing housing construction market and the potential of greater Blindwells, there is also the possibility for innovative construction interventions to be located in East Lothian focussing on the potential of more efficient off-site construction.

- **Life sciences:** There is scope to build on East Lothian's existing assets (e.g. QMU and the new Edinburgh Innovation Park, Elvingston Science Centre and Charles River Laboratories), as well as Edinburgh's BioQuarter, Royal Infirmary and University of Edinburgh.
- **Creative industries:** Building on East Lothian's lifestyle businesses to develop this sector.
- **Food and drink industries:** This could be further developed by building on East Lothian's strong agricultural sector to maximise opportunities for East Lothian's already strong food and drink brand. There are opportunities to develop up-stream activities, e.g. food processing and sales in East Lothian, and to support diversification. There are also links with Life Science opportunities to tap into areas such as product and packaging development through Industrial Biotechnology capabilities at QMU and the Edinburgh BioQuarter.
- **Professional services:** Re-locations of professional services from Edinburgh to East Lothian, due to lower costs, and proximity to Edinburgh.

## Defining East Lothian's proposition

4.14 East Lothian is widely recognised by its residents and businesses as having an excellent quality of life and work-life balance. However, East Lothian and what it has to offer to potential inward investors, businesses, residents and students does not have a high profile. Greater efforts are therefore needed to promote and market East Lothian's existing assets and its potential to target markets such as China.

4.15 While previous work has been aimed at making best use of the area's assets to boost economic activity, there remains a lack of a coherent 'brand'. There is therefore a need to develop an overarching proposition or set of propositions for economic development in East Lothian. This should not simply be a tourism proposition, but a means to market the area across all facets of the economy, and respond proactively and effectively to economic development opportunities. This will cover the benefits of East Lothian, the opportunities that exist and the eco-system that is in place to encourage and enable new investment.

## Town centres and rural economy

4.16 Distinctiveness of East Lothian's towns, with each town centre having its own identity, is a key asset. This is an attractor for residents, visitors and businesses alike, contributing to East Lothian's excellent quality of life offering. Retail trends are shifting, and there are new opportunities around more social and cultural functions in town centres that can be explored. This will contribute to the sense of place in each of East Lothian's towns, and also contribute to economic resilience. Part of this will be understanding the role and function of each town, what the baseline is for a sustainable town centre and how the town centres, combined, contribute to the health and aspirations of East Lothian. East Lothian's towns are often service centres for the local rural economy and their role in this should not be overlooked. In addition, the rural economy can require specific support and challenges *inter alia* include transport availability for businesses and their staff, digital connectivity, implications of BREXIT for farm businesses. East Lothian Council will be developing town centre strategies for each of its towns and the Town Centre First principle continues to operate.

## Infrastructure development

4.17 There are key strategic infrastructure works planned through the ESESCRD, including improvements to the A720 City Bypass. Aligning wider transport improvements to these strategic regional projects will help improve transport links across East Lothian. There may also be opportunities to improve wider public transport links on the back of this, and to maximise the utilisation of existing infrastructure.

## Other opportunities for consideration

4.18 There are a number of other opportunities that need to be considered, as follows:

- **Role of high-volume employment sectors:** Whilst these are not high-value sectors generating significant GVA per employment, they are nevertheless increasingly important for the economy in East Lothian and across Scotland. Some, such as Health and Social Care, make significant contributions to the economy, and will continue to grow with the increasing care needs of an ageing population. There is an opportunity to develop new models for delivering health and social care, which can be particularly complex in more rural areas.
- **Building entrepreneurial skills:** There is an identified need to build entrepreneurial skills in East Lothian. This can help to ensure that lifestyle businesses have the appetite and ability to grow. Additionally, building entrepreneurial skills in young people can help to foster new business growth in key sectors, and contribute to the retention of jobs and businesses in East Lothian.
- **Enhancing volunteering:** East Lothian is characterised by high levels of volunteering but there is scope to further increase volunteering levels and also direct volunteering activities to where it can add most value. For example, East Lothian has many highly skilled and experienced residents who could contribute to business mentoring schemes, youth mentoring schemes or school activities additional to the curriculum (e.g. money management, enterprise and entrepreneurialism).
- **Optimising strategic partnerships:** Particularly in light of the ESESCRD, East Lothian Council and its partners on the Connected Economy Group should work collaboratively to realise the potential of the East Lothian EDS.
- **Enhancing digital infrastructure:** East Lothian's superfast broadband coverage is below the Scottish average. However, as at October 2018, 92% of premises have access.<sup>61</sup> It is important that this is built upon and that perceptions of East Lothian's connectivity are improved. As part of this there is a need for a change in the culture of businesses and workplaces so that digital opportunities, such as remote and flexible working are utilised more widely. This is particularly the case for rural and more remote areas: this could mean people working from home, or from 'hot-desking' facilities, which can support local business hubs.

## Challenges for East Lothian

### Edinburgh and South East Scotland City Region Deal

4.19 A key challenge for the Council will be developing and delivering the key strategic sites for employment – Cockenzie, Blindwells, QMU. This will require significant resource to develop and progress business cases, prepare the supporting infrastructure and undertake necessary work to ensure sites are 'shovel-ready', and deliver projects to the anticipated programme timescales. In addition to this, there will be a requirement to sufficiently market the development opportunities, as well as undertaking lobbying and influencing activities to shape regional and national planning, economic development and other policy.

### Physical and digital infrastructure

4.20 The transport infrastructure in East Lothian presents some connectivity challenges. The quality and availability of north-south links, and parts of the strategic road and rail network leads to real and perceived barriers for businesses, in terms of travel time and distance to markets including Edinburgh, the Central Belt and other parts of Scotland, and indeed the UK.

4.21 Though superfast broadband coverage in East Lothian is below the Scotland average, almost 90% of premises in the area are covered.<sup>62</sup> Nevertheless, access to superfast broadband impacts on

<sup>61</sup> <https://labs.thinkbroadband.com/local/east-lothian,S12000010>

<sup>62</sup> <https://labs.thinkbroadband.com/local/east-lothian,S12000010>

businesses' ability to engage with e-commerce, as well as on business processes dependent on internet services, e.g. cloud computing. It may also affect a business's ability to export, with many businesses making their first move into exporting by selling online. Access to superfast broadband is also important for residents and young people as it can support learning and working from home.

4.22 Though these issues may be a matter of perception, they nevertheless affect East Lothian's attractiveness as a place to do business, and as a place to start or grow a business.

### **Lack of availability of employment land**

4.23 As highlighted, the historic lack of viable employment land (i.e. land that is both zoned for economic use in the LDP, and with real development prospects) is a significant constraint to attracting businesses of scale to East Lothian. This places a premium on land in key sites in areas where there is high demand, e.g. around QMU's campus. Yet the approved East Lothian LDP 2018 provides for 63 Ha of new allocated employment land, including 25 Ha at QMU.

### **Labour market and demographic challenges**

4.24 The projected increase in East Lothian's population means commuting levels will inevitably increase unless more jobs can be created in East Lothian. As a result, new housing developments (such as at Blindwells) must ensure that the employment and service needs of an increasing population are also met.

4.25 The large proportion of residents who commute out of East Lothian to work means valuable skills and spend are exported from East Lothian on a daily basis. Because of East Lothian's proximity to Edinburgh, out-commuting is and will likely continue to be a feature and of course it adds to its attractiveness and the spending power of residents. There is a challenge in attracting and retaining people to work in East Lothian through creating high-value jobs, as well as businesses that will employ people in the area. Increasing the number of East Lothian residents in East Lothian jobs will benefit the economy both directly and indirectly.

4.26 East Lothian's ageing population presents longer-term challenges. Though the area's population is growing, an ageing population necessarily means a smaller proportion of the population at working age, and therefore a greater dependency ratio in years to come. An older population also necessarily demands a different range of services, from businesses but also from the Council and public sector organisations.

### **Business base**

4.27 Balancing current and future growth aspirations with the need to preserve East Lothian's coast and countryside, an important asset for the area, allied to East Lothian's historical conservatism towards large-scale economic development, is key to realising sustainable economic development.

4.28 As noted previously, there is a high proportion of lifestyle businesses in East Lothian, some of which were established to provide services needed by the area's growing population. The key challenge is to engage these businesses with business support offers, in order to convert them to growth and potential high-growth businesses, where this is appropriate. This will help to contribute to job creation, productivity and generating higher levels of GVA for the East Lothian and Scottish economy.

### **Town centres**

4.29 Linked to the wider issue of town centre regeneration, there is the ongoing challenge of attracting and sustaining businesses in town centre locations given the competition of out-of-town/edge-of-town developments. The increasing number of vacant premises in some East Lothian town centres reflects the difficulties faced.

4.30 The existing offer can provide a relatively poor retail experience for residents and visitors, and other destinations can be more attractive as a result. East Lothian's towns cannot compete with larger urban areas, e.g. Edinburgh, or retail parks such as Fort Kinnaird. Trying to attract high-profile or large high-street brands may undermine the strengths of the area's towns, and displace existing local businesses, impacting on both attractiveness and resilience. The challenge is therefore to create distinct town centre offers that build on existing strengths.

## **Tourism**

4.31 East Lothian's limited tourism offer during the evenings and on Sundays means it is not maximising its value. Developing this – e.g. by broadening its culture and leisure offer, and developing the evening/night-time economy in its town centres – could improve East Lothian's attractiveness as a multi-day destination, therefore increasing tourism spend. It could also help to offset issues around the seasonality of tourism and may extend the shoulder periods.

4.32 The lack of hotels, particularly larger ones means that it is not a destination for volume or business tourism, e.g. for conferences. These are key market opportunities that are actively being targeted by other areas of Scotland. Addressing this may help to take advantage of any spill-over benefits from Edinburgh which is a major global leisure and business tourism destination.

## **Brexit and a changing policy context**

4.33 There continues to be a rapidly changing policy context, and there is little clarity on the outcomes and implications of negotiations over the UK's withdrawal from the EU. The impact of Brexit is already being felt with employers in some sectors reporting increasing difficulty in recruiting and retaining staff from the EU. There are also potential impacts regarding businesses exporting to and sourcing products and materials from the EU, and elsewhere in the world, dependent on the outcome of Brexit negotiations and subsequent trade agreements.

4.34 Further, there will likely be a loss of EU funds as a result of Brexit. Though a change of UK funding regimes, e.g. with the establishment of UK Research and Innovation, has opened up new opportunities, there is a need for additional effort to learn and navigate a new funding arrangements.

4.35 The challenge will be to ensure that through the refreshed strategy, East Lothian Council is able to proactively respond to future opportunities, as well as recognise opportunities in change.

## 5 The Refreshed Economic Development Strategy

### Headline messages

- The Strategy contributes directly to economic development objectives set out in The East Lothian Plan and Local Outcomes Improvement Plan, and also the recently adopted Local Development Plan.
- The overall Strategy is set within a strategic framework for delivery.
- There are two strategic goals around businesses and jobs:
  - To increase the number of businesses in East Lothian with growth potential (BUSINESSES); and
  - To increase the proportion of East Lothian residents working in and contributing to East Lothian's economy (JOBS)
- The strategic goals are supported by five strategic objectives:
  - To be the best connected place in Scotland to set up and grow an innovative business
  - To be Scotland's leading coastal, leisure and food & drink destination
  - To explore and develop regional opportunities to support economic development and to encourage study, work, investment and spend in East Lothian
  - To provide high quality employment pathways for East Lothian's workforce
  - To become Scotland's most sustainable and digitally-connected local economy
- To help deliver the Strategy, seven strategic workstreams have been identified:
  - Develop a set of propositions for East Lothian to attract investment
  - Prepare strategic sites for development and marketing – including Cockenzie, Blindwells, QMU (EESCRD) and other public sector assets
  - Improve the economic performance of East Lothian's key sectors
  - Improve East Lothian's connectivity
  - Enhance East Lothian's business support infrastructure and make the most of our assets
  - Energise East Lothian's town centres and rural economy
  - Develop more sustainable employment and training pathways for all in East Lothian
- Overarching the strategic workstreams is the Edinburgh and South East Scotland City Region Deal and the activities that will impact East Lothian. Each project must take cognisance of the Deal and capture benefits that can be delivered through it.

### Introduction

5.1 This chapter builds upon evidence set out in the preceding chapters to set out the refreshed East Lothian EDS. The strategic framework set out in this chapter outlines a strategic vision, goals, objectives and a number of strategic workstreams. In doing so, it has responded to national, regional and local opportunities and challenges that have arisen since the adoption of the original strategy in 2012.

5.2 The Strategy should therefore continue to evolve and respond to changing economic and policy circumstances to best meet the development needs of East Lothian.

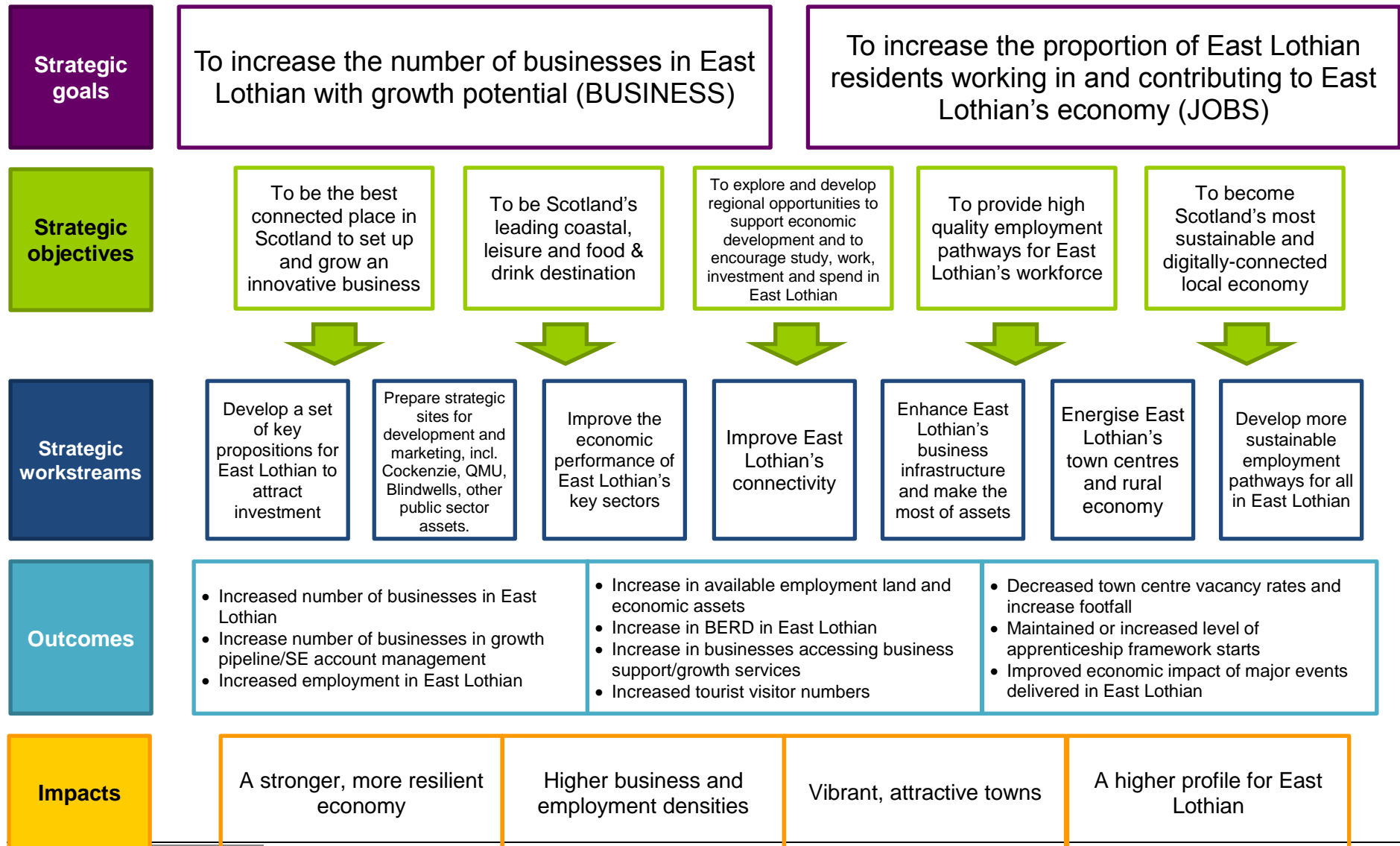


## Strategic framework

5.3 The vision and goals provide a framework for East Lothian Council and its partners. This helps to drive decisions about what to deliver. The strategic objectives will help drive action on a more immediate basis, outlining improvements needed in key areas of service delivery. The strategic workstreams provide the detailed actions under these objectives through which the Strategy will be delivered. These projects will often span two or more strategic objectives; some may be considered cross-cutting. The overall structure of the strategic vision, goals and objectives is shown in Figure 5.1.



Figure 5.1: The strategic framework for East Lothian's refreshed Economic Development Strategy



## Strategic vision

5.4 The Strategy aims to make a significant contribution to achieving the vision already set for East Lothian. The vision set out the Council Plan 2017-2022 is:

**An even more prosperous, safe and sustainable East Lothian, with a dynamic and thriving economy, that enables our people and communities to flourish.**

5.5 Specifically, the Strategy aims to contribute to the *Prosperous* theme of the East Lothian Plan, and the objective of increasing sustainable and inclusive economic growth as the basis for a more prosperous East Lothian.

## Strategic goals

5.6 In refreshing the Strategy, stakeholders agreed that the two major strategic goals for East Lothian around businesses and jobs remain valid. These are:

- **BUSINESSES:** To increase the number of businesses in East Lothian with growth potential.
- **JOBES:** To increase the proportion of East Lothian residents working in and contributing to East Lothian's economy.

## Strategic objectives

5.7 In order to deliver the two strategic goals, **five** strategic objectives have been set. These are outlined below with a summary of the key issues that they address and the opportunities they build on.

Strategic objective	Key issues addressed
<b>SO1: to be the best connected place in Scotland to set up and grow an innovative business</b>	<p>There are not enough businesses in East Lothian, and large businesses in particular. A consequence of this is East Lothian's low jobs base, the high rate of out-commuting, and the mismatch between workplace and residence based earnings. Increasing the number of businesses and jobs in the area must be a priority for East Lothian.</p> <p>East Lothian has a relatively low profile which limits opportunities to attract businesses to the area. Increasing awareness of East Lothian is a priority and its proximity and connections to Edinburgh, its workforce, its quality of life, its work-life balance and good quality business support services are key elements of East Lothian's propositions that can be promoted.</p> <p>As a major development opportunity, the potential of the Cockenzie site must be maximised. Elsewhere in the area, East Lothian has limited availability of land and premises for business use, where it is in demand. Therefore it is critical that a pro-business planning approach is taken to maximise the benefits of land zoned for economic use in the LDP.</p> <p>Being the 'best connected place in Scotland to set up and grow an innovative business' will reflect: high self-employment, business start-up and survival rates; a pipeline of growth and potential high-growth businesses; supportive business infrastructure from public sector partners; choice in business premises; access to a skilled workforce; and vibrant business networks.</p>
<b>SO2: To be Scotland's leading coastal, leisure and food &amp; drink destination</b>	<p>Tourism is an important sector for East Lothian with the potential to attract more visitors to stay longer and spend more.</p> <p>East Lothian has many good quality tourist attractions but wider awareness of East Lothian as a place to visit is limited. There is considerable potential to better join up the different tourism offers.</p>

Strategic objective	Key issues addressed
<b>SO3: to explore and develop regional opportunities to support economic development and to encourage study, work, investment and spend in East Lothian</b>	<p>It is important that linkages are made between Visit East Lothian, Scotland's Golf Coast, Scotland's Food &amp; Drink County and other marketing/branding used to enhance East Lothian's profile. This forms an integral part of East Lothian's overarching proposition(s).</p> <p>There are real opportunities to develop cross-marketing regional activities with Edinburgh, as part of exploiting East Lothian's proximity to Scotland's capital.</p> <p>There continues to be untapped opportunities around wildlife, coast, cycling and walking tourism – which resonates with East Lothian's sustainability aims.</p> <p>East Lothian's proximity and connections to Edinburgh and QMU are amongst its main assets, yet these opportunities are not currently being fully maximised – shown by deprivation levels being highest in Musselburgh, Prestonpans and Tranent.</p> <p>There are joint opportunities in economic development, tourism, etc. and these should be fully exploited to derive economic benefit for East Lothian. This is particularly the case for opportunities through the ESESCRD but other regional opportunities should not be ignored.</p> <p>There is scope to attract businesses and jobs to the areas of East Lothian that border Edinburgh based on connections to Edinburgh, lower costs and skilled workforce. All land zoned for economic use in the LDP close to Edinburgh should therefore be retained to support future developments.</p> <p>There is also scope to benefit more from East Lothian's residents, students and visitors by encouraging them to spend locally. This will require investing in local town centres to make them more attractive and accessible locations to visit.</p>
<b>SO4: To provide high quality employment pathways for East Lothian's workforce</b>	<p>Labour market statistics show increasing employment overall, but youth unemployment remains relatively high. There is also a forecast growth in Professional, Scientific and Technical employment.</p> <p>East Lothian will also see an ageing of its population, which will likely place further demand on local services, but may also require employment opportunities for those seeking a late career change to suit lifestyle or stage of life.</p> <p>These changes indicate that efforts should be made to maximise the economic benefit of all groupings – young people; adult unemployed; disabled; lone parents; and older people who wish to remain economically active. For each group, supports and opportunities should be in place so that they can be economically active and progress into good quality employment, training, self-employment or volunteering.</p>
<b>SO5: to become Scotland's most sustainable and digitally-connected local economy</b>	<p>East Lothian has many features that can support it becoming Scotland's most sustainable local economy – it has distinctive, well-used town centres; its current business sectoral profile aligns with more sustainable sectors (e.g. food and drink, construction); and an excellent environment and work-life balance.</p> <p>However, it struggles with its transport infrastructure, transport connectivity and public transport offering; the lack of local jobs (encouraging commuting to Edinburgh); and has an increasing number of vacant premises in town centres.</p> <p>By striving to become Scotland's most sustainable local economy, East Lothian can raise its profile and be widely recognised as an area that has embraced sustainability through its support for local businesses, social enterprises and community based initiatives.</p> <p>Digital connectivity remains a challenge too for growing and expanding the business base and for supporting employability. In articulating this ambition, East Lothian partners are highlighting that national interventions can help deliver on this strategy.</p> <p>It also provides a framework for:</p>

Strategic objective	Key issues addressed
	<ul style="list-style-type: none"> <li>• Developing new, more sustainable low carbon sectors that can counter recent employment losses (e.g. from Cockenzie) and expected future losses (e.g. planned decommissioning of Torness power station);</li> <li>• Encouraging and enabling innovation amongst East Lothian's businesses;</li> <li>• Improving public transport connectivity, and encouraging more sustainable modes of transport;</li> <li>• Supporting town centres and local businesses – thereby sustaining and potentially creating local jobs, and meeting the leisure, cultural and wider needs of residents; and</li> <li>• Balancing East Lothian's growth aspirations with its outstanding natural environment and quality of life.</li> <li>• Ensuring maximum coverage of superfast broadband across East Lothian</li> </ul>

## Strategic workstreams

5.8 Driving the delivery of the refreshed Strategy requires a defined number of tangible actions through which to implement economic development interventions. This requires the identification and prioritisation of a number of strategic workstreams, which are:

- Substantial and with the capacity to make a significant impact on East Lothian; and
- Targeted precisely at strategic opportunities, weaknesses or in response to challenges within the local economy.

5.9 **Seven** strategic workstreams have been identified and are summarised below. Further detail on each strategic workstream is provided the Strategy's accompanying Action Plan, which includes details on key partners, timescales and priority attached to each. Overarching the seven strategic workstreams is the ESESCRD and the activities and projects that will flow from it and impact on East Lothian. Each of the Strategy's strategic workstreams must take cognisance of the City Region Deal, identify and capture the benefits that can be delivered through it and where appropriate, add value to local projects through the ESESCRD.

Strategic Workstream	Key actions
<p><b>Strategic Workstream 1: Develop a set of key propositions for East Lothian to attract investment</b></p> <p><i>Contributes to SO1, SO2, SO3</i></p>	<ul style="list-style-type: none"> <li>• Develop an over-arching proposition and set of accompanying propositions for East Lothian to cover all aspects of socio-economic development in the area. This will be developed as a prospectus for East Lothian and should do the following: <ul style="list-style-type: none"> <li>○ Detail a proposition to encourage businesses and people to invest, live, work and learn in East Lothian.</li> <li>○ Sets out the values as well as the objectives for the development of the local authority area (such as inequalities, employability, inclusive growth).</li> <li>○ Identifies key assets for the area, e.g. business, Higher Education and R&amp;D, tourism, town centres, location, accessibility, environment, etc., and present them as a 'portfolio', clearly articulating how these combine to form East Lothian's USP.</li> <li>○ Establishes the 'offer' and 'ask' for current and prospective businesses, stakeholders and partners, residents, developers and visitors.</li> </ul> </li> </ul>

Strategic Workstream	Key actions
<b>Strategic Workstream 2: Prepare strategic sites for development and marketing</b>	<ul style="list-style-type: none"> <li>○ Sets out an inward investment proposition, recognising the ‘Team Scotland’ approach adopted by Scottish Development International, and identifying what networks can be exploited to maximise its potential.</li> <li>○ As part of the proposition, partners should develop an individual prospectus for each of East Lothian’s towns outlining their economic development/investment/tourism offer</li> <li>● Join up existing East Lothian brands where feasible and promote the East Lothian brand to current and potential businesses, residents and visitors – working closely with Scottish Enterprise, Scottish Development International and Visit Scotland.</li> <li>● Encourage wider engagement with East Lothian partners, key business influencers and residents as ambassadors and champions, to ‘sell’ what East Lothian has to offer to wider audiences.</li> <li>● Consider how East Lothian Council and its strategic partners can best deploy existing resources to deliver the proposition, improve the area’s offer, and ensure that East Lothian can influence the regional approach emerging through the ESESCRD.</li> <li>● Take a collaborative approach and work with strategic partners, developers, Further and Higher Education providers and communities to deliver major development and infrastructure projects, across public, private, academic and third sectors. These projects are initially defined as Cocksie, Blindwells, QMU (through ESESCRD), coastal sites and emerging redundant public sector assets as economic development opportunity. Utilise partners’ and others specialist technical and financial input. <ul style="list-style-type: none"> <li>○ Where necessary and at the appropriate time, develop detailed development proposals for these sites. In doing so, due cognisance should be given to examples of best practice elsewhere in Scotland, such as Inverness Campus, and the Diageo site in Kilmarnock.</li> <li>○ The QMU Innovation Hub outline business case details the timescale, outcomes, impacts and funding required. This should act as guiding document for preparatory work during the period of this strategy.</li> <li>○ Blindwells will be a ‘new town’ with the first houses being built during 2018/19. It will be important to ensure that economic benefits and that the ESESCRD project are both realised</li> </ul> </li> <li>● Align development opportunities on the sites to East Lothian’s existing priority sectors, as well as any emerging sector or technological opportunities. There should be a focus on delivering high quality jobs and opportunities.</li> <li>● As far as possible, identify how the development can be ‘future-proofed’, e.g. incorporation of renewable energy and other sustainability features, purpose-built ducting to accommodate future infrastructure roll-out such as ultrafast broadband.</li> <li>● Identify, explore and deliver opportunities for education and training benefits through the sites’ construction and operational phases, e.g. through construction apprenticeships, Community Benefit clauses, Further/Higher Education hubs, etc.</li> <li>● Explore the potential to provide business incubation space, start-up units and business ‘touch-down’ space to support the nurturing of business start-ups and entrepreneurialism in East Lothian, as well as to capitalise on linkages with QMU and the Edinburgh Innovation Park, and encourage potential spin-outs to locate in East Lothian. (linked to Project 1)</li> </ul>
<i>Contributes to SO1, SO4, SO5</i>	
<b>Strategic Workstream 3: Improve the economic performance of East Lothian’s key sectors</b>	<ul style="list-style-type: none"> <li>● Agree and review the refresh and development of Action/Implementation Plans for East Lothian’s priority sectors. Emphasis should be placed initially on Tourism, Food and Drink, Care, Industrial Biotechnology and Renewables.</li> </ul>

Strategic Workstream	Key actions
<i>Contributes to SO1, SO2, SO3, SO4, SO5</i>	<ul style="list-style-type: none"> <li>• For Tourism, the existing Action Plan’s delivery should be evaluated, and refreshed accordingly. The Action Plan should continue to address the following in the first instance:               <ul style="list-style-type: none"> <li>○ Identified gaps in the tourism offer;</li> <li>○ The development of East Lothian’s wildlife, coast, cycling and walking opportunities (outdoor tourism); and</li> <li>○ Then need to better join up different strands of the Tourism and Food and Drink offer.</li> </ul> </li> <li>• Maximise the key assets in East Lothian to support sector development, e.g. Industrial Biotechnology at QMU, heritage assets such as John Muir in support of tourism, etc.</li> <li>• Help to grow and develop East Lothian’s Food and Drink BID to showcase East Lothian’s food and drink across Scotland and UK. This may include exploring the need/demand for development of a business mentoring scheme of small/start-up food and drink businesses to support growth and expansion of upstream activities, exporting, product development, access to markets, etc.</li> <li>• Develop a more co-ordinated approach to unlocking the area’s potential as an events and business tourism destination, and attract major events to East Lothian on a more regular basis – e.g. golf championships, conferences, festivals.</li> <li>• For Industrial Biotechnology, scope out the requirement for an action plan that maximises the potential from capabilities at QMU and the Edinburgh BioQuarter, the Edinburgh Innovation Park development, and key existing East Lothian companies.</li> <li>• Develop joint offers/cross-marketing with Edinburgh to exploit complementary opportunities and make the most of regional initiatives.</li> </ul>
<b>Strategic Workstream 4: Improve East Lothian’s connectivity</b>	<ul style="list-style-type: none"> <li>• Maximise the opportunity presented by strategic transport infrastructure improvements delivered through the ESESCRD to unlock additional transport infrastructure improvements across the local authority area.</li> </ul> <p data-bbox="193 1234 472 1263"><i>Contributes to SO1, SO5</i></p> <ul style="list-style-type: none"> <li>• Enhance and better integrate public transport provision and connectivity, by:           <ul style="list-style-type: none"> <li>○ Examining the potential for timetable scheduling with transport providers to reduce connection times and enhance multi-modal journeys.</li> <li>○ Explore the potential for public transport interchanges across East Lothian.</li> </ul> </li> <li>• Explore opportunities to encourage and support more sustainable and healthy modes of transport, e.g. cycling, through the provision and promotion of more cycleways and dedicated cycle lanes, and Green Active Travel Corridors.</li> <li>• Explore opportunities to deliver public transport through innovative alternative means (e.g. social economy model).</li> <li>• Support increased levels of digital inclusion and speed across East Lothian, to help businesses and communities take advantage of improved broadband infrastructure and mobile network coverage.</li> <li>• Lobby the Scottish Government to dual the A1 to the Scotland-England border, as an important strategic transport route for East Lothian.</li> </ul>
<b>Strategic Workstream 5: Enhance East Lothian’s business support infrastructure and make the most of assets</b>	<ul style="list-style-type: none"> <li>• Make the most of the knowledge and experience of local business influencers to help support East Lothian businesses and entrepreneurs.</li> <li>• Better joining up of SE’s account management service, Business Gateway, East Lothian Works, Chambers of Commerce, FSB and East Lothian Council’s business/economic development services to better encourage businesses to grow, convert lifestyle businesses, and secure a strong pipeline of growth and potential high-growth businesses.</li> </ul> <p data-bbox="193 1939 472 1968"><i>Contributes to SO1, SO5</i></p>



Strategic Workstream	Key actions
<b>Strategic Workstream 6: Energise East Lothian's town centres and rural economy</b>	<ul style="list-style-type: none"> <li>• Build low carbon planning, energy efficiency and sustainability advice into the East Lothian business support ecosystem.</li> <li>• Review demand for East Lothian's business premises and explore opportunities to enhance the local business premises offer.</li> <li>• In line with the development of prospectuses through Strategic Workstream 1, develop and market distinctive branding of each town which builds on each town's existing assets.</li> <li>• Develop, support and market East Lothian's rural economy and associated opportunities.</li> <li>• Support local efforts to enhance East Lothian's town centres, improve the retail and visitor experience, and make improvements to street scenes, parking provision, amenities, etc.</li> <li>• Encourage town centre development, and support mixed uses in town centres to enhance sustainability and resilience by:               <ul style="list-style-type: none"> <li>○ Exploring and taking advantage of opportunities to developing business space within town centres;</li> <li>○ Identifying opportunities for community and social use of premises in town centres, recognising the shift in retail trends, and changing nature of high streets; and</li> <li>○ Considering alternative commercial uses of town centre and rural assets.</li> </ul> </li> <li>• Provide continued support for local retailers and businesses through 'shop local schemes', farmers' markets, making connections to East Lothian Food &amp; Drink.</li> <li>• Work to extend and encourage 'shoulder season' tourism activity and evening economy activity in towns.</li> </ul>
<i>Contributes to SO1, SO2, SO5</i>	
<b>Strategic Workstream 7: Develop more sustainable employment and training pathways for all in East Lothian</b>	<ul style="list-style-type: none"> <li>• Ensure a smooth and well-communicated learner journey across East Lothian's learning and employability pathways.</li> <li>• Seek opportunities to enhance the delivery of East Lothian Works, and enhance complementarity with the Integrated Regional Employability and Skills (IRES) programme to maximise opportunity and join up learning and employability services.</li> <li>• Align skills provision with industry need in East Lothian through work placements, education-industry partnerships, etc.</li> <li>• Embed employability attributes and skills into the curriculum from as early an age as possible so building resilience, flexibility and team working.</li> <li>• Work with DYW Edinburgh, Midlothian and East Lothian to:               <ul style="list-style-type: none"> <li>○ Increase the involvement of local businesses in supporting youth transitions – e.g. enterprise education in schools, work experience placements, apprenticeships.</li> <li>○ Develop mentoring of young people in and from school into Further Education or employment.</li> <li>○ Provide opportunities for young people to develop entrepreneurial skills and align these with other programmes and options.</li> <li>○ Deliver the East Lothian Guarantee.</li> </ul> </li> <li>• Ensure continued accessibility of FE and training opportunities for East Lothian's young people, such as through local delivery by the school-college partnership, and the provision of transport passes.</li> <li>• Seek opportunities to increase the number of apprenticeships and National Training Programmes opportunities taken up by young people in East Lothian. This should include the increasing opportunities for Graduate Level</li> </ul>
<i>Contributes to SO1, SO4</i>	

Strategic Workstream	Key actions
	<p>Apprenticeships, and align with the East Lothian Workforce Plan (ELC and SDS).</p> <ul style="list-style-type: none"> <li>Identify need/demand for life-long learning opportunities, and help East Lothian residents to upskill, change careers, or return to the labour market.</li> </ul>

## Strategic principle – the *One East Lothian* approach

5.10 In addition to the strategic goals, objectives and projects outlined above, and critical to the effective delivery of the strategy, there is a need for a joined up approach to economic development. This approach requires strong collaborative working between East Lothian’s Community Planning partners, and particularly between the members of the Connected Economy Group – and also within these organisations.

5.11 This principle is the *One East Lothian* approach to economic development. It includes:

- Continued commitment and leadership from East Lothian’s Community Planning partners to delivering the East Lothian Economic Development Strategy
- Promoting East Lothian to wider audiences to help increase East Lothian’s profile
- Challenging partners to maximise the economic development benefits from activities, premises and land, economic opportunities and investments
- Maximising the business and employment opportunities from local investments, such as the benefits that could be achieved through Community Benefit clauses
- Joining up services within organisations to improve quality of service that businesses, residents and partners experience; for example, improving joint working between East Lothian Council’s economic development, planning, trading standards and environmental health

5.12 In taking this approach, there should be a clear articulation of the roles of each partner and the distribution of responsibilities for specific areas of the Strategy and its implementation. It should draw on the skills and expertise available across partners, adopting a ‘matrix’ approach to help deliver the Strategy. Alongside this will be details on the ‘asks’ of the different public agencies with a role to play. This will help to ensure ownership by partners and provide clarity on where the various responsibilities lie. It will form the basis of the governance structure of the Strategy’s Action Plan.

## Equalities and inclusive growth

5.13 Equal opportunities and inclusive growth is also central to the delivery of the Strategy. It will meet the general and specific duties set out in the Equality Act 2010, and will have due regard for the need to:

- Eliminate unlawful discrimination, harassment and victimisation;
- Advance equality of opportunity; and
- Foster good relations.

5.14 Reducing inequalities within and across East Lothian’s communities is an overarching objective of the Council Plan’s. In order to meet this objectives the Council Plan sets out strategic goals which will make the biggest impact in delivering these key themes and objectives, and the EDS contributes to these:

- Reduce unemployment and improve the employability of East Lothian's workforce, including those who are furthest from the labour market.
- Continue to tackle youth unemployment and its consequences.
- Reduce the attainment gap and raise the attainment and achievement of East Lothian's children and young people.
- Improve the life chances of the most vulnerable people in East Lothian's society.
- Extend community engagement and decision making and increase community and individual resilience.
- Deliver transformational change and harness the opportunities that technology offers in the provision of services.

## 6 Implementing the refreshed Strategy

### Introduction

6.1 It is essential to have mechanisms in place to ensure that the refreshed East Lothian Community Planning Economic Development Strategy is delivered. These will include:

- A revised set of targets and milestones to measure progress against the strategic goals.
- Ensuring that the right structures are in place for governance and management of the Strategy.
- Agreeing on an Action Plan to guide delivery against Strategy objectives.

### Targets and milestones

6.2 The previous chapter describes the strategic goals and objectives for East Lothian. It is essential that linked to these aspirations are quantifiable outcome based targets and milestones, as this will allow partners and others to judge to what extent the Strategy is being delivered.

- Targets should relate to the end point of the Strategy – 2022.
- Annual milestones should be set for the remainder of the strategy's lifespan to assess the extent to which the strategy's delivery is on track. This will allow the regular monitoring of progress against objectives.

6.3 Each strategic workstream will also need targets and milestones – although the timings of these will depend on the timescales agreed for each project. Deciding on realistic but ambitious targets and milestones should be an early to drive forward the Strategy.

6.4 Potential targets relating to the achievement of strategic goals and objectives for East Lothian are set out in Table 6.1.

**Table 6.1: Indicative targets for measuring progress towards strategic goals**

Indicator	Baseline	Target	Timeframe
Increase the business base in East Lothian <i>Increase businesses (re)locating in East Lothian</i>	3,180 (2018)	3,300 (+120)	2022
Increase in businesses accessing business support, and business growth services <i>Includes businesses supported by Business Gateway, East Lothian Works, SDI and SDP.</i>	237 (2016/17)	400	2022
Increase in number of businesses in growth pipeline/number accepted for Scottish Enterprise Account Management <i>Increase in number of actively innovating businesses</i>	5 (2017/18 target)	6	2019
Increase employment in East Lothian	28,500 (2015)	34,000 (+5,500)	2022
Increase job density (jobs per working age population)	0.55 (2016)	0.60	2022
Increased new/safeguarded jobs	0/0 (2016/17)	140/100	2022
Increase in amount of available development-ready employment land and available assets <sup>63</sup>	0m <sup>2</sup> (2015)	+ 100,000m <sup>2</sup>	2022

<sup>63</sup> This is based on the 2015 Employment Land Audit, and contrasts with the amount of available land allocated for employment use in the recently adopted East Lothian Local development Plan 2018

Indicator	Baseline	Target	Timeframe
<i>Particularly for high value employment use</i>			
Decrease town centre vacancy rate <i>Consider use of individual targets for towns</i>	5.6% (2016/17)	5%	2022
Increase ratio of workplace earnings to residence earnings	0.94 (2016)	1	2022
Increase in BERD in East Lothian	£3.9m (2016)	£5m	2022
Maintain level of apprenticeship starts	550 (2017/18)	550 (annual)	2019, ongoing
Increase tourist visitors in East Lothian	1.35m (2016)	1.5m (+ 0.15m)	2022
Increase proportion of visitors staying overnight in East Lothian	32% (2016)	35%	2022
Increase superfast broadband connectivity	92.1% (2018)	100%	2022

## Robust review process

6.5 In addition to setting targets and milestones, partners must also have a robust process in place for reviewing progress towards these on an annual basis, and identifying and comparing the effectiveness of economic development interventions operating in East Lothian. This must:

- Examine the data on progress against the milestones and targets;
- Provide a forum to discuss the reasons for lack of progress or accelerated progress; and
- Be able to put in place measures to tackle a lack of progress or to respond to accelerated progress.

6.6 As noted in the previous chapter, this will require clear understanding of the roles of each partner and the distribution of responsibilities for specific areas of the Strategy and its implementation. It may also mean allocating significant resource from under-performing interventions towards successful ones.

6.7 The process must be tied into the refreshed Action Plan (outlined later in this chapter) and should be driven by the Strategic Board, namely the East Lothian Partnership's Connected Economy Group. It will help the Strategic Board in making key decisions about prioritisation of strategic workstream and how best to deliver these. It will also help in establishing a set of processes and procedures for monitoring and evaluating the effectiveness of economic development interventions in East Lothian. This collective review process will ensure that East Lothian Council and partners are able to drive forward the Strategy.

6.8 The review process is central to determining what local services, projects and interventions should deliver in terms of the economic development strategic goals and projects set out in the refreshed Strategy. Particularly in a period of ongoing constraints on public finances, the process will help to ensure that delivery represents best value.

6.9 As an indicative timescale, reviews should be held annually during Quarter 3 of each financial year, with preparatory work conducted in advance to ensure that the review is fully evidence-based. This will allow the review to adequately inform spending decisions for the next financial year.

## Governance and management of the Strategy implementation process

6.10 It is essential that there continues to be clear governance arrangements to ensure a smooth implementation of the refreshed Strategy. It will incorporate two levels of working:

- Strategic oversight of the strategy and its implementation.
- Operational management of the implementation of the strategy in a more hands-on way.

### Strategic Board

6.11 Driving forward the strategy requires a Strategic Board or Group tasked with ensuring the Strategy's goals, objectives and projects are delivered. The Connected Economy Group of the East Lothian Community Planning Partnership currently fulfils this role, and this should continue. It has the necessary senior representation from East Lothian Council (both officer and councillor) and its strategic partners, as well as private sector representation. This helps to ensure continuing weight is placed on achieving the vision, goals and objectives set out in the Strategy. It also brings credibility and authority to the Strategy and Strategic Board, as well as an appropriate mix of skills and expertise.

6.12 In its capacity as the Strategic Board, the Connected Economy Group would oversee the Strategy and its delivery. Its remit would include:

- Signing off the refreshed Strategy;
- Agreeing the Action Plan for the remainder of the Strategy's lifespan;
- Making recommendations and decisions around service design, delivery and resource allocation;
- Implementing the annual review process, measuring progress towards the Strategy's targets and implementing change if insufficient progress is being made; and
- Working to resolve any major problems or responding to any major opportunities that could affect influence the delivery of the Strategy, recognising that the Strategy will continue to evolve over time.

6.13 A dedicated and resourced secretariat must support the Strategic Board. East Lothian Council currently provides this key support service, and should continue to do so.

### Implementation

At an operational level, it is essential that there is a dedicated resource to support the refreshed Strategy's implementation. This could be done through a formalised implementation group, or ad-hoc working groups as deemed necessary. The resource should be drawn from operational leads with a remit and responsibility for delivering economic development services for each of the key organisations represented on the Connected Economy Group.

6.14 Organisations or partnerships of organisations will be assigned responsibility for delivery of specific strategic workstreams.

6.15 The implementation group or ad-hoc working groups will report to the Strategic Board on:

- Progress of individual strategic workstreams;
- Progress against milestones and targets; and
- Key issues, challenges and opportunities emerging.

## Action plan

6.16 The first task of the Strategic Board is to sign off the refreshed Strategy. The next and immediate task must then be to sign-off a revised Action Plan for delivery through to 2022. The Action Plan is an essential planning mechanism to ensure that the Strategy's targets and milestones are achieved, and will set out:

- Key actions that need to be taken across different delivery areas. Collectively, the actions outlined must demonstrably link to the desired outputs and outcomes and be sufficient in scale and effectiveness to meet the Strategic Goals (and associated targets and milestones) that have been set;
- Resources required to deliver these key actions and how these will be assembled;
- Organisational responsibility for each key action;
- Activity and output targets for each key action;
- The process for reviewing progress against the Strategy's overarching targets and milestones, alongside the activity and output targets for each key action, on an annual basis. This must include both assessing progress and where there is underperformance, mechanisms to address this.

6.17 Sign-off of this revised Action Plan is a priority for the Strategic Board. It should then be revisited and updated on a continual basis over the remaining lifespan of the Strategy. Similarly, East Lothian Council members should be given the opportunity to debate and review the Strategy and accompanying Action Plan.

## Appendices

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## Appendix A: Consultee organisations

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- East Lothian Council
- East Lothian Community Planning Partnership Connected Economy Group
- East Lothian Golf Tourism Alliance
- East Lothian Works
- Edinburgh Chamber of Commerce
- Foxlake Adventures
- Fringe by the Sea
- Mid- and East Lothian Chamber of Commerce
- North Berwick Coastal Area Partnership
- Preston Seton Gosford Area Partnership
- Scottish Enterprise
- Scottish Seabird Centre
- Skills Development Scotland
- The Business Partnership

## Appendix B: Strategy progress, 2012-17

**Table A: Strategy delivery against targets**

Indicator	Target	Actual	Notes
Number of businesses	Increase of 350 businesses by 2022.	Achieved – Increase of 620 businesses between 2010 baseline year and 2017.	Target has been far exceeded.
Number in employment	Increase of 7,500 jobs by 2022.	Not yet achieved – Increase of 2,000 between 2010 baseline year and 2015 (latest year available).	Good progress but behind target.
Jobs density	To be on a par with Fife and Scottish Borders local authorities.	Not yet achieved – the ratio of jobs per population aged 16-64 was 0.53 in East Lothian in 2015 (latest year available) compared to 0.65 in Fife and 0.73 in Scottish Borders.	There has still been an increase in jobs density from 0.49 in 2010 (baseline year) to 0.53 in 2015.
Marketing East Lothian's employment and business offer	Marketing of the area's strengths – proximity to Edinburgh, relatively low costs and highly qualified workforce.	Achieved – East Lothian Works and ELC have delivered Invest in East Lothian Programme.	Materials highlight the benefits of East Lothian as a business base and also the availability of advice and support.
Develop East Lothian's Tourism sector	Developing tourism branding to form a more joined up offer, cross-marketing with Edinburgh and attracting more high profile events.	Achieved – Visit East Lothian branding with Edinburgh's Coast and Countryside tagline to join up with Edinburgh. Held 2013 Open Golf Championship and host to 2018 ASI Scottish Open and Ladies Scottish Open. Recognised as supportive and attractive event location.	Tourism strategy sets out further developments in this area.
Improving employability services, particularly for young people	Improving employability services, particularly for young people and developing East Lothian Youth Unemployment Plan.	Achieved – delivery of East Lothian Works employability service (advice for adults and young people), youth unemployment has reduced from 24.8% in 2010/11 (baseline year) to 10.8% in 2016/17 and 2017/18 Youth Unemployment Plan published outlining various youth employability programmes available.	Within this area there has been a significant reduction in youth unemployment and alongside East Lothian Works, East Lothian has also participated in DYW.
Develop sector strategies	Update/develop tourism, food and drink and renewable strategies.	Not yet achieved – only update of tourism strategy has been delivered to date. Food & Drink BID.	Whilst strategies have not been developed/updated, there have been significant developments in food & drink and renewables sectors.
Improve public transport and broadband connectivity	Improving public transport services and developing broadband infrastructure.	Some progress – extension of bus routes between Edinburgh and East Lothian and work with Digital Scotland to improve broadband connectivity and ensure attention given	Likely to be further improvement to broadband infrastructure with Scottish Government Reaching 100% programme, aiming for all of Scotland to have Next Generation Access broadband by 2021.

Indicator	Target	Actual	Notes
Energise East Lothian's town centres	Develop distinctive branding of each town and supporting town centre improvements to increase resident spend.	Some progress – town centre projects/strategies published for Haddington and Musselburgh. Community charrette events held in Tranent and North Berwick.	From January 2018 there will be a six month incubation project providing subsidised premises in an empty unit in Dunbar High Street.

## Appendix C: Wider policy changes

**Table B: Further relevant policy/strategy developments**

Policy/Strategy	Policy/Strategy summary	Relevance
National Tourism Strategy (Revised 2016)	Originally published in 2012, updated with priorities for 2016-2020 to: <ul style="list-style-type: none"> <li>Strengthen Digital Capabilities</li> <li>Strengthen Industry Leadership</li> <li>Enhance the Quality of the Visitor Experience</li> <li>Influence Investment, specifically flight access &amp; transport connectivity, built infrastructure, digital connectivity and business growth finance</li> </ul>	Tourism highlighted within East Lothian EDS as key sector for economic development. <sup>64</sup>
Ambition 2030 – Scotland’s Food and Drink Strategy (2017)	Published in 2017, targets doubling sector turnover to £30 million by 2030. Three pillars of growth: <ul style="list-style-type: none"> <li>People and skills</li> <li>Supply chain</li> <li>Innovation</li> </ul>	Food & drink highlighted within East Lothian EDS as key sector for economic development. <sup>65</sup> Establishment of first Food & Drink BID.
Realising Scotland's full potential in a digital world: A Digital Strategy for Scotland (2017)	Outlines the need for entire Scottish economy to take advantage of benefits offered by digital technology. Planned actions include: a Digital Growth Fund to help address undersupply of digital skills and utilising City and Region deals to maximise use of digital innovation to increase economic growth.	Importance of the development of digital technology to economic development, both as a sector in itself and for other sectors. <sup>66</sup>
Trade and Investment Strategy (2016)	Aims to support sustainable business, jobs and income growth in Scotland through internationalisation by: <ul style="list-style-type: none"> <li>More businesses selling more goods and services to a wider range of international markets; and</li> <li>Attracting significant inward, capital and risk investment.</li> <li>Underpinned by Scotland’s International Framework, which aims to “create an environment within Scotland that supports better understanding of international opportunities and greater appetite and ability to seize them”.</li> </ul>	Sets out the development of policy support for internationalisation, international trade and inward investment, which are key for economic development. <sup>67</sup>
Social Enterprise Strategy (2016)	Part of inclusive growth and aims to: <ul style="list-style-type: none"> <li>Stimulate social enterprise</li> <li>Develop stronger social enterprise organisations</li> <li>Enable social enterprise market opportunities</li> </ul>	Social enterprise is becoming an important sector for wider economic development, and particularly inclusive growth. <sup>68</sup>
Scotland’s Energy Strategy (2017)	Published in 2017, sets out the intended transition to a low-carbon economy and the focus on renewable and smart energy technologies, a decentralised energy system, and the ambitious new 2030 target of 50% of Scotland’s energy consumption to be met by renewable energy.	Important impacts for developing renewable energies sector, which is key part of East Lothian economic development plans. <sup>69</sup> Will also have implications for Torness.
Life Sciences Strategy (2017)	Published in 2017, building on previous 2011 strategy, sets out aim to “make Scotland the location of choice for life sciences businesses, researchers, healthcare professionals and investors whilst increasing the sector’s contribution to Scotland’s economic growth.”	Life Sciences is a Scottish Government key sector, recognised as important for the

<sup>64</sup> [http://www.scottishtourismalliance.co.uk/uploads/TS2020\\_Mid\\_Term\\_Review\\_2016/TS2020\\_Mid\\_Term\\_Review\\_-\\_Key\\_Messages\\_\(Mar\\_16\).pdf](http://www.scottishtourismalliance.co.uk/uploads/TS2020_Mid_Term_Review_2016/TS2020_Mid_Term_Review_-_Key_Messages_(Mar_16).pdf)

<sup>65</sup> <http://www.scotlandfoodanddrink.org/media/78130/strategy-brochure-smaller-size.pdf?Action=download>

<sup>66</sup> <http://www.gov.scot/Resource/0051/00515583.pdf>

<sup>67</sup> <http://www.gov.scot/Resource/0049/00495491.pdf>

<sup>68</sup> <http://www.gov.scot/Resource/0051/00511500.pdf>

<sup>69</sup> <http://www.gov.scot/Topics/Business-Industry/Energy/energystrategy>

		development of the Scottish economy. <sup>70</sup>
Life & Chemical Sciences Manufacturing Strategy (2015)	Published in 2015, the aim of the plan is to achieve the objectives of the strategies for both Life and Chemical Sciences by increasing the contribution manufacturing makes to both sectors. It has five key themes – Leadership confidence and promoting manufacturing; Research Commercialisation; Technology Development and Scaling; Supply Chains and Re-shoring; and Investing in Scotland.	Life & Chemical Sciences have been recognised as key sectors for economic growth so their development is key to wider economic growth. <sup>71</sup>
National Plan for Industrial Biotechnology (2013)	Aims to increase competitiveness and sustainability of multiple industries in Scotland through growing industrial biotechnology-related turnover. Main target is for industrial biotechnology- related turnover in Scotland to reach £900 million by 2025.	Another important area of economic growth that has been shown to improve competitiveness and sustainability within several sectors. <sup>72</sup>
Manufacturing Future for Scotland (2016)	Sets out a range of priority actions to improve productivity, innovation and investment. Key actions include establishing a joint centre for Manufacturing Excellence and Skills Academy and launching an enhanced programme to support companies in taking up new opportunities.	Important development of support to improve innovation and investment in an important area that cuts across a number of sectors. <sup>73</sup>
STEM Education and Training Strategy (2017)	Sets out how to improve training and education to meet STEM skills demand. Key aims are to improve levels of STEM enthusiasm, skills, and knowledge; raising attainment; encouraging uptake of more specialist STEM skills required to gain employment.	Important for economic development as STEM sectors and skills have been recognised as key to economic growth, particularly as they promote innovation. <sup>74</sup>
Skills Investment Planning (first SIP in 2012; 12 in total)	Skills Investment Plans have been developed by SDS and industry partners for a number of sectors and areas. They articulate economic and labour market characteristics trends in skills and qualification supply, and employers' perspectives on the big skills issues affecting growth. Also set out key recommendations and actions for addressing skills challenges.	SIPs set out important information on trends within key sectors alongside plans for future change and development, which may be implemented locally. East Lothian was included in the Edinburgh and South East Scotland SIP and this can provide useful information for the EDS refresh. <sup>75</sup>
Regional Skills Assessments (2014)	RSAs cover a number of different geographies including college regions, City Deal regions and local authorities. They offer an overview of the skills and economic base and employment within each area. <sup>76</sup>	RSAs offer key data to inform the refresh and review of the East Lothian strategy.

<sup>70</sup> [https://www.scottish-enterprise.com/~media/se\\_2013/sectors/documents/life%20sciences%20strategy%20for%20scotland%202025%20vision.pdf?la=en](https://www.scottish-enterprise.com/~media/se_2013/sectors/documents/life%20sciences%20strategy%20for%20scotland%202025%20vision.pdf?la=en)

<sup>71</sup> [https://www.scottish-enterprise.com/~media/se\\_2013/documents/lscs%20manufacturing%20strategy.pdf?la=en](https://www.scottish-enterprise.com/~media/se_2013/documents/lscs%20manufacturing%20strategy.pdf?la=en)

<sup>72</sup> [https://www.scottish-enterprise.com/~media/se\\_2013/sectors/documents/scottish%20ib%20progress%20report%202015.pdf?la=en](https://www.scottish-enterprise.com/~media/se_2013/sectors/documents/scottish%20ib%20progress%20report%202015.pdf?la=en)

<sup>73</sup> [https://www.scottish-enterprise.com/~media/se\\_2013/documents/a%20manufacturing%20future%20for%20scotland.pdf?la=en](https://www.scottish-enterprise.com/~media/se_2013/documents/a%20manufacturing%20future%20for%20scotland.pdf?la=en)

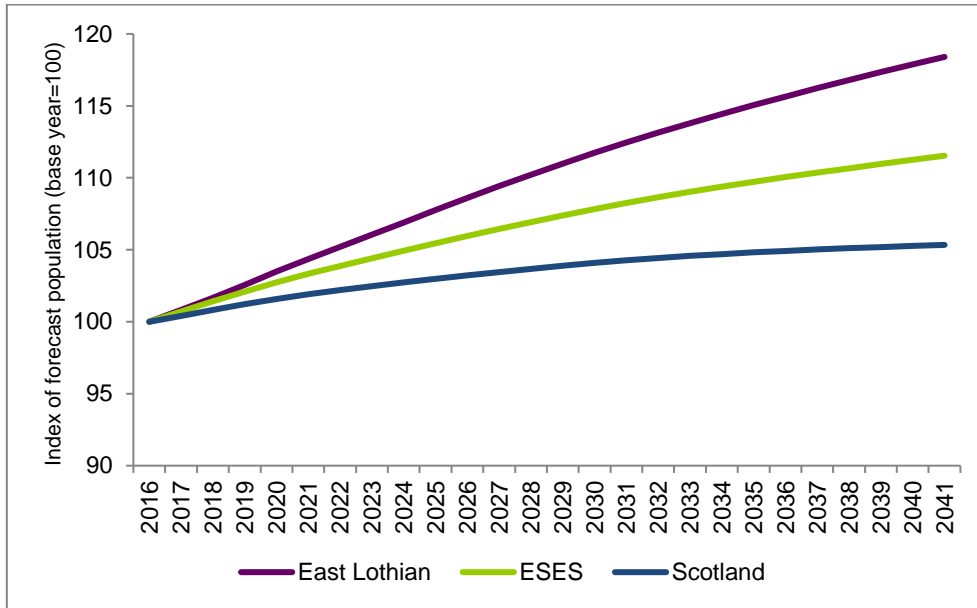
<sup>74</sup> <http://www.gov.scot/Resource/0050/00509522.pdf>

<sup>75</sup> <http://www.skillsdevelopmentscotland.co.uk/what-we-do/partnerships/skills-investment-plans/>

<sup>76</sup> <http://www.skillsdevelopmentscotland.co.uk/what-we-do/partnerships/regional-skills-assessments/>

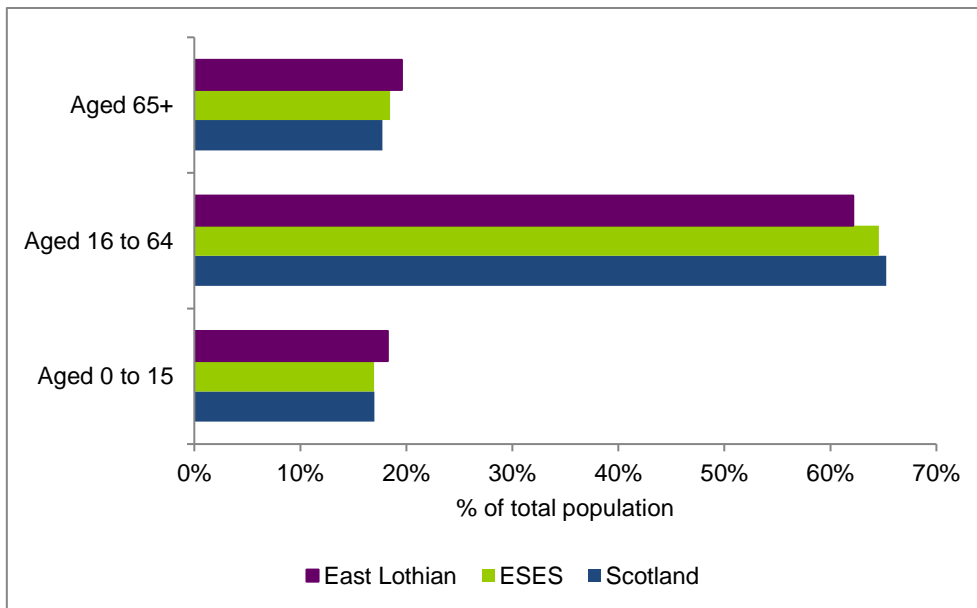
## Appendix D: Local Economic Assessment data

**Figure D.1: Population projections, 2016-2041**



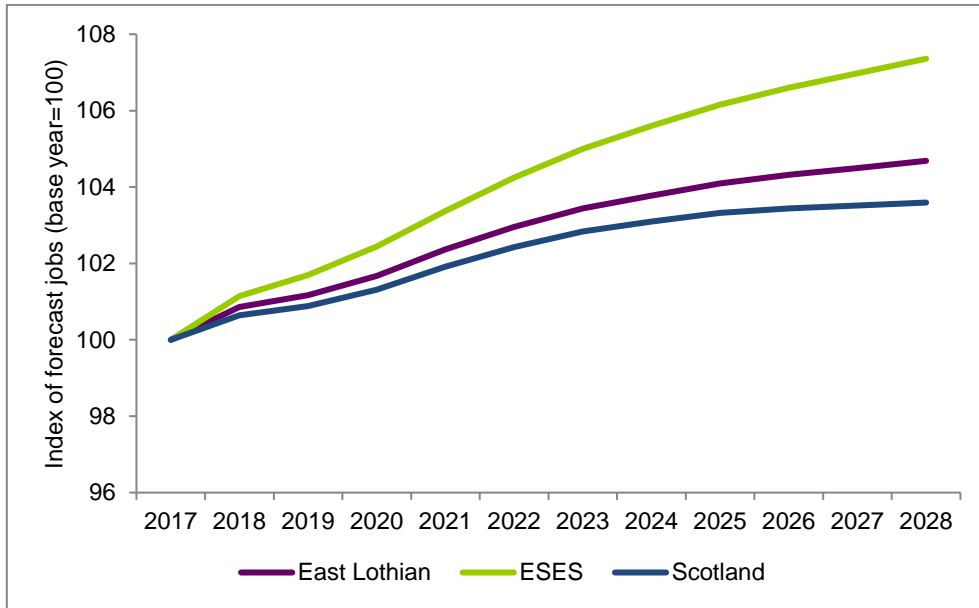
Source: National Records of Scotland, 2018

**Figure D.2: Population by age, 2017**



Source: Mid-Year Population Estimates, 2018

**Figure D.3: Forecast jobs, 2017-2028**



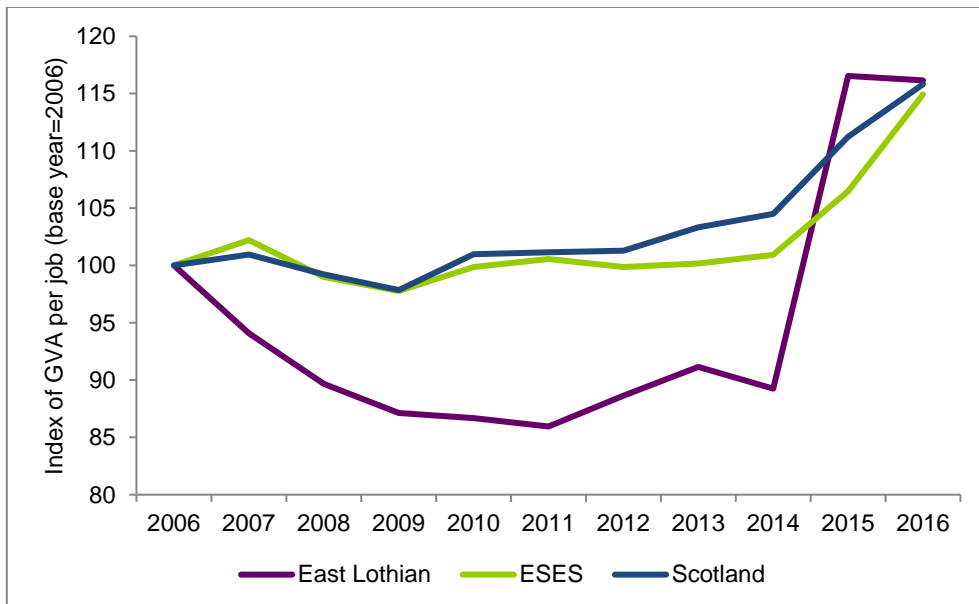
Source: Oxford Economics forecast work, for Skills Development Scotland, 2018

**Table D.1: Top business sectors, 2018**

East Lothian	ESES	Scotland
Professional, Scientific and Technical (17%)	Professional, Scientific and Technical (19%)	Professional, Scientific and Technical (18%)
Construction (13%)	Wholesale and retail (12%)	Wholesale and retail (13%)
Wholesale and retail (13%)	Construction (11%)	Construction (12%)

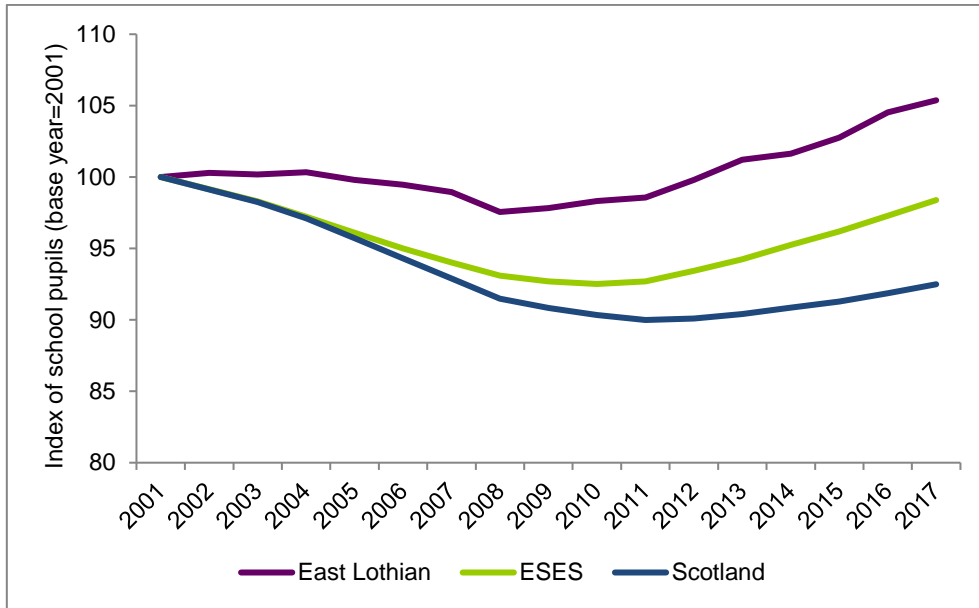
Source: UK Business Counts, 2018

**Figure D.4: GVA per job, 2006-2016**



Source: Oxford Economics forecast work, for Skills Development Scotland, 2018

**Figure D.5: Number of school pupils, 2001-2017**



Source: Scottish Government, 2018

**Table D.2: School leavers by attainment, 2016/17**

Area	1+ at SCQF Level 3 or better	1+ at SCQF Level 4 or better	1+ at SCQF Level 5 or better	1+ at SCQF Level 6 or better	1+ at SCQF Level 7
East Lothian	97.8%	96.5%	84.7%	63.7%	21.8%
ESES	98.0%	95.6%	84.0%	59.6%	19.4%
Scotland	98.0%	96.3%	86.1%	61.2%	19.3%

Source: Scottish Government, 2018



## Appendix E: IRES project diagrams

Figure AE.1: Initial change projects mapped against the IRES improvement cycle

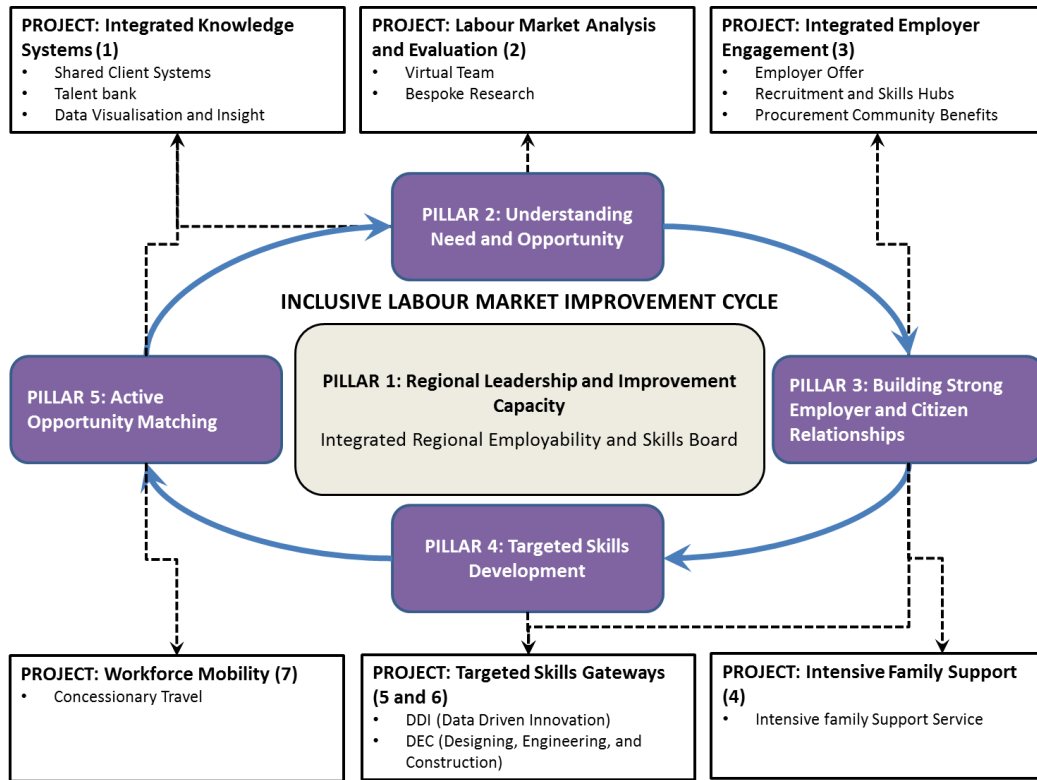
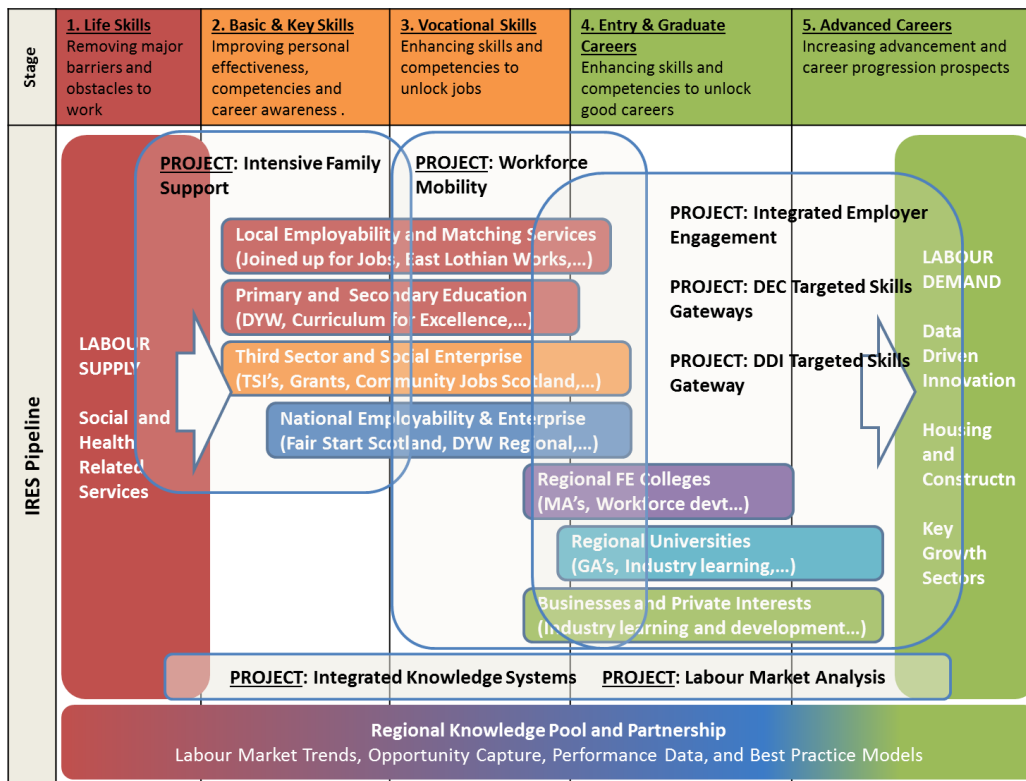


Figure AE.2: Initial change projects mapped against stages





The Regional Skills Assessments (RSAs) are a single, agreed evidence base on which to base future investment in skills. The infographic below is designed to support the East Lothian RSA Summary report, using Oxford Economics forecasts\* over the period 2018-2028 to show current and future economic contribution as well as current and future demand for skills.

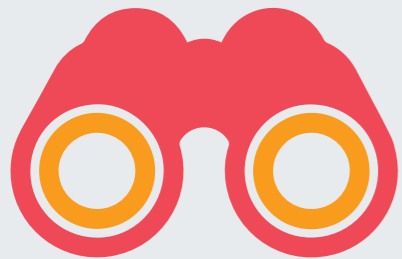
### The Economy



#### Gross Value Added (GVA)<sup>1</sup> in 2018

Total regional GVA is:  
**£1,813m**

**1%**  
of total Scottish output



#### Forecast<sup>2</sup> annual growth (2018-2028)<sup>3</sup>:

**East Lothian: 1.7%**  
Scotland: 1.6%  
United Kingdom: 1.9%



#### Productivity (GVA per job) in 2018

Regional productivity is:  
**£50,200**

Compared to national productivity of:  
**£47,300**



#### Forecast annual growth (2018-2028)

**East Lothian: 1.3%**  
Scotland: 1.3%  
United Kingdom: 1.4%

### Current Demand for Skills (2018)



#### Total Employment<sup>4</sup> in 2018

**36,100 jobs**



Total employment between 2008 and 2018:

**up by 4% or 1,400 jobs**

Compared to a national increase of 2%

### Sectoral Employment

Top 3 employing sectors in 2018:



Human health & social work  
(5,400 jobs)



Wholesale & retail  
(4,300 jobs)



Education  
(3,700 jobs)

### Employment by Occupation (people)

This is what the occupational structure<sup>5</sup> looks like in 2018:

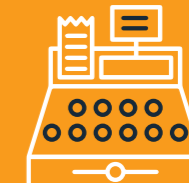
**44%**  
Higher level occupations



**35%**  
Mid-level occupations



**21%**  
Lower level occupations



\* As with all forecasts, certain caveats need to be applied. They are based on what we know now and include past and present trends projected into the future. Their value is in identifying likely directions of travel rather than predicting exact figures. It is recommended therefore that users examine trends over time rather than focusing on changes in individual years. Finally, the more disaggregated they become, especially at smaller geographical units, the less reliable they are likely to be.

<sup>1</sup> GVA is the measure of the value of goods and services produced within the economy.  
<sup>2</sup> Forecasts by Oxford Economics (unless

otherwise stated).  
<sup>3</sup> Data for 2019 to 2028 used as 2018 is based on the change between 2017-18. Please see RSAs and Technical

Note for more details.  
<sup>4</sup> Measured by total number of jobs.  
<sup>5</sup> 'Higher level occupations' are defined as Managers, directors &

senior officials, Professional occupations, and Associate professional & technical occupations; 'Mid level occupations' defined

as Administrative & secretarial occupations, Skilled trades occupations, Caring, leisure and other service occupations; and 'Lower level

occupations' defined as Sales & customer service occupations, Process, plant & machine operatives, Elementary occupations.

The Regional Skills Assessments (RSAs) are a single, agreed evidence base on which to base future investment in skills. The infographic below is designed to support the East Lothian RSA Summary report, using Oxford Economics forecasts\* over the period 2018-2028 to show current and future economic contribution as well as current and future demand for skills.

### Future Supply

#### Population 2016-2028<sup>6</sup>

Total population between 2016-2028:

up by 10% or 10,600 people

Forecast change:

East Lothian: 10%

Scotland: 4%

United Kingdom: 6%

The working age population (16-64) between 2016-2028:

up by 4% or 2,700 people

Forecast change:

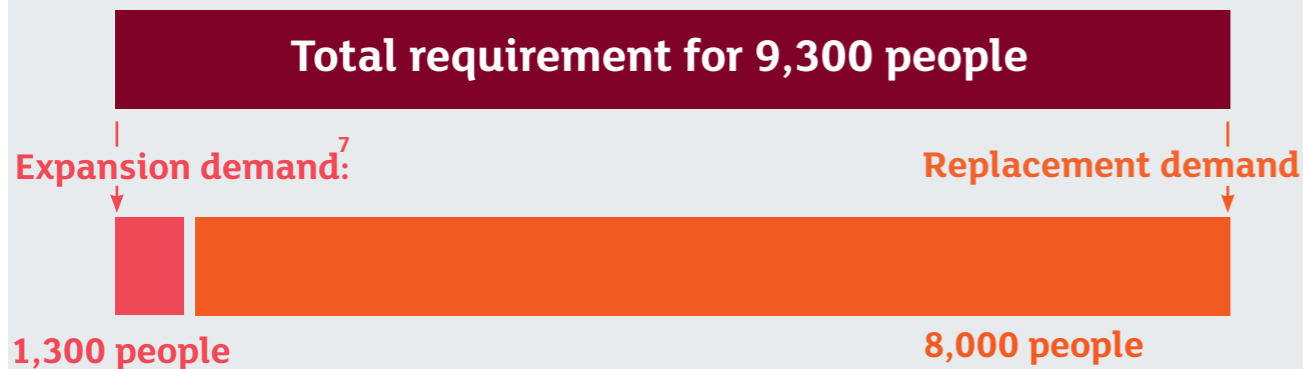
East Lothian: 4%

Scotland: -1%

United Kingdom: 8%

### Job Openings (2018-2028)

Between 2018-2028 there will be a:



This is what actual job openings within the total employment structure look like over the next 10 years:

44%  
Higher level occupations



23%  
Mid-level occupations



33%  
Lower level occupations



### Future Demand for Skills (2018-2028)

#### Total Employment 2018-2028<sup>8</sup>

up by 4% or 1,400 jobs

Forecast average annual change:

East Lothian: 0.3%

Scotland: 0.3%

United Kingdom: 0.4%



Top 3 employing sectors in 2028 are forecast to be:



Human health & social work (5,500 jobs)



Wholesale & retail (4,500 jobs)



Education (3,900 jobs)

Between 2018-2028

The largest employment growth is forecast in:



Admin & support services (14%)



Arts, entertainment & recreation (13%)

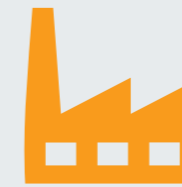


Construction (12%)

The largest employment decreases are forecast in:



Mining & quarrying (-26%)



Manufacturing (-14%)



Water supply, sewerage & waste (-9%)

<sup>6</sup> Source: National Records of Scotland.

<sup>7</sup> i.e. the number of jobs across the region is forecast to decrease over the period due to contraction of the economy. Expansion demand is the measure of an increase/decrease in jobs, as a result of economic growth or contraction; replacement demand is the

number of job openings generated through labour market churn (i.e. those who retire, move away, or change jobs). N.B. Some figures may not sum due to rounding.

<sup>8</sup> Throughout this section, figures for 2018 - 2028 use 2018 to 2028 data as per Oxford Economics

calculations. Please see RSAs and Technical Note for more details.

**REPORT TO:** Policy and Performance Review Committee

**MEETING DATE:** 27 February 2019

**BY:** Depute Chief Executive (Partnerships and Community Services)

**SUBJECT:** Major Events – Update Report

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**6**

## **1 PURPOSE**

- 1.1 To update members on the arrangements for hosting and supporting major events following the report to PPRC on 21<sup>st</sup> February 2018 and in accordance with the decision at that committee to bring back an update report in 12 months.

## **2 RECOMMENDATIONS**

- 2.1 To note the contents of this report.

## **3 BACKGROUND**

- 3.1 To date Economic Development has provided financial and advisory support for cultural and sporting events that attract or have the potential to attract visitors and therefore generate a positive economic impact for East Lothian. Any support from East Lothian Council is caveated for the promotion and marketing of East Lothian and the return of economic benefit to the area with event organisers having to detail event outcomes. Examples of such events are the Aberdeen Standard Investments Scottish Open and Ladies Scottish Open, The Lammermuir Festival, Fringe by the Sea and the National Museum of Flight Airshow.
- 3.2 Appendix 1 lists visitor-attracting events financially supported during 2017/18 including details of visitor numbers and economic impact. In addition the Aberdeen Standard Investments Scottish Open and Ladies Scottish Open that took place at Gullane Golf Club during July 2018. The Men's event attracted 65,000 visitors and generated a local net economic impact of staging the event of £4.6m whilst the Ladies' event brought in 10,500 spectators and a local net economic impact of staging the event of £995,000. East Lothian Council provided sponsorship of £120,000 and £25,000 respectively.
- 3.3 In line with the Council approved budget, Economic Development will no longer be providing direct financial support to visitor events during 2019/20. In preparation of the removal of this funding support, organisers of all major events taking place in the county were invited to a workshop in October 2018 where they had the opportunity to meet with the key funders of EventScotland and Creative

Scotland and to consider other sponsorship and income-generating means. The *Visit East Lothian* digital and social media platforms will remain available to all such events to help promote them.

3.4 In line with Scottish Government and COSLA guidance to local authorities on event safety, East Lothian Council developed existing event safety and management systems to introduce the Safety Advisory Group (SAG) process in late 2016. Following an iterative process of development, the East Lothian Safety Advisory Group (ELSAG) policy was formally approved by Cabinet in March 2018.

3.5 In August 2018 the Council recruited an Event Safety & Resilience Officer who is identified as the single point of contact for event organisers. The Event Safety & Resilience Officer engages with event organisers on individual events and also delivers training and SAG awareness to community groups.

3.6 The focused and general event organiser training events that have been delivered to date and scheduled imminently are listed below:

27 August 2018	Firework event organisers
28 August 2018	Remembrance Day Parade organisers
22 January 2019	Community event organisers*
11 February 2019	Cycling event organisers
13 March 2019	Community event organisers*

\*Coordinated by Community Learning and Development team.

3.7 Following on from the meeting of PPRC on 21<sup>st</sup> February 2018, the Service Manager – Protective Services has organised and chaired community engagement meetings with community councils that have raised amenity, traffic and business impacts in relation to specific events. Distinct and independent from the SAG process, matters of concern have been discussed openly with event organisers, community councils and partner agencies, delivering productive and positive outcomes.

3.8 Ahead of any event, organisers are prompted to engage and inform the local communities which are directly or indirectly impacted by their activities. The organiser will respond to any concerns and complaints received by the Council in relation to the management of the event for which the Council is not responsible. This is examined and emphasised during the SAG process.

3.9 Forming part of the ELSAG Policy, Local Ward Members can request a meeting with the event organiser and relevant Council Officers to discuss areas of concern.

3.10 East Lothian Council continues to recharge the majority of event organisers for costs incurred to facilitate the event such as implementation of Traffic Orders, Parking Restrictions and enforcement and licensing fees.

## **4 POLICY IMPLICATIONS**

4.1 In line with the implementation of the refreshed East Lothian Economic Development Strategy 2018-22, the emerging updated Tourism Action Plan, the National Tourism Framework for Change and Scotland the Perfect Stage in addition to the approved ELSAG Policy.

## 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 set out in 3.3, East Lothian Council’s approved budget for 2019/20 removed direct financial support for events. Specific budgetary support for the Scottish Open and Ladies Scottish Open has however been separately provided for within the budget.
- 6.2 Personnel - none.
- 6.3 Other – none.

## 7 BACKGROUND PAPERS

- 7.1 Report to Policy & Performance Review Committee 21<sup>st</sup> February 2018  
[https://www.eastlothian.gov.uk/meetings/meeting/6079/policy\\_and\\_performance\\_review\\_committee](https://www.eastlothian.gov.uk/meetings/meeting/6079/policy_and_performance_review_committee)
- 7.2 East Lothian Community Planning Economic Development Strategy –  
[https://www.eastlothian.gov.uk/meetings/meeting/16411/members\\_library\\_service](https://www.eastlothian.gov.uk/meetings/meeting/16411/members_library_service)
- 7.2 East Lothian Tourism Action Plan -  
[https://www.eastlothian.gov.uk/downloads/download/12666/tourism\\_economy](https://www.eastlothian.gov.uk/downloads/download/12666/tourism_economy)
- 7.3 ASI Scottish Open and Ladies Scottish Open 2018 economic impact reports -  
[https://www.eastlothian.gov.uk/news/article/12877/major\\_golf\\_events\\_boost\\_east\\_lothian\\_economy\\_by\\_55\\_million](https://www.eastlothian.gov.uk/news/article/12877/major_golf_events_boost_east_lothian_economy_by_55_million)

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<b>DATE</b>	15 February 2018

**Events Supported - Financial Year 2017/18**

<b>Event</b>	<b>Grant</b>	<b>Attendance</b>	<b>Economic Impact</b>
Rogue Village - Canteen & Rogue Gallery	£15,000	16,320	£73,000
Dunbar Street Art Trail	£17,000	8058	£312,992
Airshow	£10,000	10,115	£131,555
Fringe By The Sea	£40,000	9,425	£1,931,470
Lammermuir Festival	£27,000	4,745	£368,226
Foxlake Winter Running Series	£15,000	2,935	£98,860
IronMan	£12,500	2,034	£158,443
Christmas Fairy Trail	£8,000	7,500	£81,707
Dragons of Drummohr	£5,000	3,190	£30,040
Battle of Pinkie Cleugh	£15,500	4,000	£80,000



**REPORT TO:** Policy and Performance Review Committee

**MEETING DATE:** 27 February 2019

**BY:** Depute Chief Executive (Partnerships and Community Services)

**SUBJECT:** Planning Service

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7

## **1 PURPOSE**

- 1.1 To provide the Committee with an update and overview of the performance of the Planning Service, benchmarking information with other Councils and to highlight funding and income streams and areas for improvement going forward.

## **2 RECOMMENDATIONS**

- 2.1 The Committee is asked to use the information provided in this report to consider the performance of the Service.

## **3 BACKGROUND**

- 3.1 The Planning Service operates within the Development Division of the Council's Partnerships and Services for Communities Department, reporting directly to the Head of Development. The Service delivers the Council's statutory responsibilities for Development Management (Planning Delivery), Development Planning (Strategy and Policy), Landscape and Tree Protection, Corporate Address Gazetteer and Archaeology/Heritage Management. The Service comprises the former Development Management, Policy and Projects and Archaeology business units which delivered all of the above responsibilities.
- 3.2 There are two Team Managers with responsibility for the two major business streams of the service, Planning Delivery (development management) and Policy & Strategy (development plan and policy), with delegated responsibility from the Service Manager to allow a clear line of responsibility and reporting for those workstreams. Landscape Officers, the Corporate Address Gazetteer, Archaeology Officers and the Management Systems

and Administration Officer all currently report directly to the Service Manager. Planners' responsibilities are subject to a generic job description with enhanced responsibilities to support the Senior and Principal Planners and Team Managers and allow for flexibility across the two main workstreams of the service. This service structure balances responsibilities and provides appropriate tiers of delegation to support the Service Manager.

- 3.3 Two Project Managers posts within the Development Department now work closely with Planning to deliver the growth agenda set by the development plan, City Deal and the Council's ownership/involvement in progressing key sites at Queen Margaret University and Cockenzie and to address the need for the governance and delivery programmes for the proposed new settlement safeguarded within ELLDP 2018 at Greater Blindwells.
- 3.4 All stages of the Local Development Plan (LDP) process have seen continued and increased corporate engagement with all services of the Council to ensure buy-in to the outcomes of the LDP and direct alignment to with the Council's Capital Plan, Asset Management Plan, Local Transport Strategy and Local Housing Strategy. Work between Planning and Finance/Asset Management has been further improved through the work of the Planning Obligations Officer. The post's key objectives of improving and streamlining the administrative processes in respect of developer obligations were quickly achieved and significant work has been carried out by the post-holder in taking forward the Developer Contributions Framework and in developer negotiations to finalise Section 75 agreements.
- 3.5 Fee income from enhanced major application fees was lower than expected during 2018/19 and therefore the anticipated additional recruitment of staff was not able to be carried out to the extent envisaged, this will be kept under review moving forward. The Service is benchmarked within the LGBF 2017/18 as having the lowest cost per application. The Service Manager and Head of Service need to ensure the growth agenda set by the LDP can be serviced and allow for improvements in application performance.
- 3.6 The approved scheme of delegation, legal agreement cut off points and Committee scheduling are of obvious importance and remain in place, however, a benchmarking exercise will be carried out to look for further potential approaches to help improve application performance. Delegated planning decisions continue to run at a high level showing consistency across the years, reflecting the governance set out in the Council's [Standing Orders](#). No changes have been made to the Council's scheme of delegation in the past year. As extant it allows for officer decisions for all but major development proposals, though where there is public objection or if the application raises important planning issues the report is circulated to all Councillors through the weekly Scheme of Delegation List which allows the call in of applications to Planning Committee. Some 16% in 2018-18 were decided this way rather than going to Committee (2015-16 17%, 2014-15 16%), a consistent trend. In this the Service is performing effectively whilst allowing for cases of significant public interest to be taken to Planning Committee.

- 3.7 The Service has carried out additional briefings for Elected Members on the planning system, key stages of the LDP and SDP and Affordable Housing. The presentation for the briefing on the planning system formed the basis for briefing Community Councils in the area which was well received “it is very good, clear and well written and a lot of work on somebody’s part. Thank you very much to all those involved” (Dunpender Community Council).
- 3.8 Appendix A is the 2017/18 East Lothian Planning Performance Framework document, which includes the National Headline Indicators, commentary on performance in the key planning areas of the service and measures to seek further improvement.
- 3.9 The Local Development Plan (LDP) and Service actions for delivery are at the forefront of activity. The majority of the new LDP sites are either on the ground and delivering new homes, undertaking preliminary groundworks or with permissions and anticipated site starts. Delivery of significant employment opportunities at Craighall, Blindwells and Service and corporate work on the LDP, the Developer Contributions Framework and other Supplementary Planning Guidance demonstrates the Council’s commitment to delivery of growth, contributing to improving availability of homes, affordable homes and employment opportunities with sound governance processes.
- 3.10 The 2018 Housing Land Audit confirms the continued value of this work on planning and delivery to ensure the Council has an effective housing land supply greater than the five years as required by Scottish Planning Policy (SPP).
- 3.11 High approval rates of submitted applications reflect the value of work in constructive pre-application discussions informed by development frameworks and briefs and consultation comment. Both pre-application enquiries and applications are appraised in weekly team meetings to highlight potential issues, assess opportunities for design improvements and give greater consistency on outcomes.
- 3.12 Internal consultees including Roads, Education, Environmental Health, Landscape, Countryside and Legal services are available for fortnightly pre-application slots with developers. The uptake of and feedback on these sessions represent a positive step, particularly for major and complex applications. The team of Transport Planners who are consulted on proposals are also responsible for the Roads Construction Consents for the same proposals so as to ensure that RCCs and planning applications are subject to consistent processes and are twin tracked.
- 3.13 The Service has a long-term commitment to providing opportunities for pre-application discussions for developers, businesses, householders and others and continues to encourage developers and individuals to make best use of this and the high approval rates for applications are at least in part due to the availability and effectiveness of pre-application discussions on proposals and development opportunities. The Service has refined its formal pre-application meeting schedule based on uptake, so that weekly

Wednesday afternoon slots (pre-booked in all relevant Council staff calendars) have become fortnightly. These round table pre-application discussions facilitate better cross service advice to developers on major applications, particularly housing applications and other complex applications. This is well received by agents and developers on an on-going basis as it helps to minimise diary conflict, with a key benefit of this rolling programme being the best availability of relevant staff to give direct input to discussions on new major proposals. For other applications, the Council retains a duty planner system for enquiries and offers written responses to informal submissions within 10 days where straightforward and fuller responses to more complex cases where responses from statutory consultees will better inform the response.

- 3.14 These factors confirm the value of the service's approach to being open for enquiries from all prospective applicants. This is kept under review in relation to the increasing pressure on budgets and resources. As an outreach of this to engage further with the business sector, Service officers were part of the Council's annual 'Open for Business' event, which promotes increased business and employment activity in East Lothian. It gives the Council the opportunity to engage with local businesses out of the normal channels and gives them a cross service context in which to discuss potential opportunities directly with planning officers as well as other Council officers. The engagement allows for better understanding of policy and development management contexts and promotes good contacts and relationships with businesses.
- 3.15 Processing agreements are consistently offered for major and complex applications through both the Council's website and pre-application discussions, however, there remains no uptake of this opportunity, with developers being content to work with the Council in terms of application project management and, where required, agreed extensions of time. Project management approaches help to monitor progress and to ensure that major planning applications are determined within agreed timescales including simple project planning, keeping a spreadsheet for consultation responses, and, where necessary, meeting on a regular basis with applicants and agents.
- 3.16 Clear and comprehensive guidance notes for applicants are provided in web and print form to help with the submission process. Applicants can also arrange to have their application checked over by a planning technician before they submit it.
- 3.17 Positive comments on the quality of the service have been greater than in previous years and are welcomed.

"Essentially, I was applying for planning/listed building consent to install double glazing at my flat in North Berwick. From the outset, you both provided me most valuable help in this process which I'm glad to say has recently been granted. I feel that this was in no small part due to the guidance I was given by you both. I would commend, as well as thank both

of you for your professionalism, prompt and most concise help” (Customer commenting on assistance from Planning Technicians).

“I’ve just read the report for the SSC [Seabird Centre] planning application. I know you probably don’t hear this enough but thank you for the obvious time and effort that has gone into this piece of work. I’m sure our elected members will also appreciate your consideration and clarity” (Comment on Committee Report from member of the public).

“It is most pleasing that the Caledonian Foods advertisements defacing the Grade B Listed Building in Kilwinning Place have been removed, presumably as a result of your action. I wish to thank you very much indeed. It is good to know that the planning system works effectively in cases such as this” (Comment from member of the public on enforcement issue).

“Our thanks are due to you and all at ELC. Whatever the result, it was so encouraging to see a LPA defend its interests, and those of its residents, so well but particularly with a clear understanding of why it mattered” (Comment from Community Council on Council Case at Windfarm public inquiry).

“This was a very rewarding discussion and helped us determine exactly what we may be able to do with the property in the future. I might add that the new system of recording inquiries and information they now use at the planning department was very useful indeed. We were given all the necessary information and documentation to take away there and then” (Customer comment on Duty Planner service).

- 3.11 The Council’s Feedback team report 11 complaints compared to 8 in the previous year, only one of the complaints was upheld through the Feedback process. In general these complaints tend to be where objectors are unhappy with the outcome of the decision making process or an applicant is unhappy with the decision. In previous years we have carried out electronic surveys via the Council’s consultation hub and by email, however, the responses have been so low it has not been practical to continue resourcing this, as the outputs are of little use in considering the service offering.

## **4 DEVELOPMENT PLANNING**

- 4.1 The Council submitted its [\*proposed LDP\*](#) to the Department for Planning and Environmental Appeals (DPEA) on 4 May 2017 after the representation/Schedule 4 process. In the context of the requirement for direct notification of more than 8000 addresses adjacent to proposed allocations and proposals, the 441 representations received to the proposed LDP compared favourably to the 1,100 responses to the MIR and to other LDPs in Scotland. The submission to [\*Examination\*](#) was preceded by extensive early collaborative working with DPEA Case Managers to discuss and agree the procedures for the submission of the plan and to align our approach for an efficient exchange of Examination papers in hard copy as

well as electronic format. This early joint working led to only nine Further Information Requests (FIR) relating to such procedural matters during the course of the Examination in Public. The process followed is now being used by the DPEA as a good example of engagement and as an efficient and effective development plan submission.

- 4.2 Stage 2 of the Examination commenced on 8 June 2017. To facilitate the smooth running of the Examination, the Council answered all but one FIR within the prescribed timescales or earlier, and requested an extension of time for only one, relating to Planning for Housing (by only two weeks). The reason for this was to allow time for the up-to-date 2017 [Housing Land Audit](#) (HLA) to be agreed with Homes for Scotland as the Examination was ongoing. This gave time to agree the HLA before the Council and interested parties submitted their responses and importantly provided a common basis for these. Agreement was reached on the land supply position (though not the policy approach) and the Council's FIR response was submitted within the extended time.
- 4.3 Overall, the Council was asked to respond to only 21 FIRs during the Examination. As a result of these exchanges, two unresolved representations were also withdrawn during the course of the Examination by Key Agencies, reflecting the Council's on-going collaborative working with those agencies on their unresolved representations during the Examination.
- 4.4 Throughout the Examination there was no need for any oral session on any Issue. The [Report](#) was issued to the Council on 12 March 2018, around nine months after the Council's submission for Examination, 6 weeks after the DPEA target date. A very limited number of post-examination modifications were recommended to the proposed LDP, reflecting the limited number of unresolved representations and the overall collaborative approach to LDP preparation.
- 4.5 Importantly, the Examination found that the housing and economic land supply overall, and within this the five year effective housing land supply (at 6.17 years), is sufficiently generous at the point of LDP adoption.
- 4.6 There are now only 16 of the 90+ housing sites in the LDP that are not yet the subject of a planning application or planning permission, many of which are very small scale; all of the major sites have applications submitted, approved or anticipated. Since 2008, housing completions have continued to increase annually, and more recently the average level of completions achieved here historically (circa 500 annually) is again being achieved. The draft 2017/18 Housing Land Audit indicates a further increase towards 2008 levels of completions around the 700 mark.
- 4.7 There is ongoing industry support for how the Council has engaged around the preparation of the plan and managed the adequacy of its housing land supply as the LDP has been developed. In a letter to the Chief Planner, Homes for Scotland have expressed positive views of the process on behalf of the organisation and its members: "I am writing to express our support for the positive and proactive process of engagement undertaken by East

Lothian Council as it has prepared the LDP...We commend the Council's approach to housing delivery. Its focus on this issue is evident from planning officers and runs through the plan...We have also welcomed the Council's wider proactive work in recent years to recognise and address housing land supply issues, including through the publication of interim guidance."

- 4.8 Another key policy area supported at Examination is the LDP approach to infrastructure planning, provision and delivery. The LDP has been developed so as to match infrastructure projects with the delivery of its spatial strategy and sites. It is supported by a [Developer Contributions Framework](#) (DCF) as statutory Supplementary Guidance to set out in advance for applicants and communities the 'likely nature and scale' of developer contributions that will be expected of applicants, consistent with relevant circulars and the 'Elsick Supreme Court Decision' (decided as the Examination was on-going). A draft of this statutory guidance was consulted on with the proposed LDP and as the Council's cumulative assessment of the impacts of housing and employment land requirements, provided the evidence base for application assessment, ensuring developers have clear sight of likely contribution levels. The Council has resolved to adopt an updated version of the DCF which is awaiting Ministers' approval.
- 4.9 In the preparation of this guidance the Council has engaged with housing providers and local business groups, communities and the public amongst other stakeholders. Crucially, this work has also informed the Council of its own obligations for delivery of the LDP, provision for which has been made within its Capital Plan and Financial and Treasury Strategies. The Council was asked to present at the Scottish Government's Development Plan Forum, and since also to individual Authorities, in order to share best practice experiences of corporate and collaborative working in plan-making. The Council Developer Contributions Officer and Project Managers posts complement this.
- 4.10 Monitoring the delivery of the plan will likely become annual, with a read-across provided between the housing land audit, demand assessments (i.e. when interventions will be required), developer contribution intake gathered and anticipated overtime and the Council's capital plan and financial reporting structures – i.e. HLA agreed July/August; demand assessment September/October; preparatory budget and capital planning and developer contribution assessment October/November; informing February budget setting. This will allow the authority to assess the timing of the need for, cash flow and risks associated with delivering interventions that will enable development sites within the LDP.
- 4.11 The Service continues to progress [Supplementary Guidance and Supplementary Planning Guidance](#) for the LDP, with the last round anticipated for conclusion in early 2019. This programme is intended to leave a clear path for LDP2 preparation and publication through 2019. It will also ensure that the associated supplementary policy framework required to support LDP1 when it is operative is in place with the minimum delay, in accordance with the overall programme of on-going work planned for the Policy and Strategy Team.

4.12 The second Strategic Development Plan (SDP2) has been submitted to the Scottish Ministers for approval, resultant preparatory work on LDP2 has commenced.

4.13 LDP2 will follow the extensive collaborative and corporate working which informed the preparation for and projected implementation phase of LDP1. An initial discussion document for LDP2 has been prepared by Officers and briefings with Members held to set the context for the development of MIR2, and to allow early internal consideration of the issues and options LDP2 will need to consider and address. This was prepared at the time the LDP1 Examination and adoption processes were on-going to ensure that LDP2 can be brought forward timeously. Further work will follow in Member and public engagement once SDP2 is approved by Ministers.

## 5 DEVELOPMENT MANAGEMENT

5.1 The table below shows the historic trend for application performance in East Lothian since 2013. This trend in performance demonstrates that whilst we perform well for major applications, the figures for local applications and resultant rankings need improvement.

Ave weeks	Q1 18/19	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13
Major no s75	33.3	45.4	10	25	18.4	41.8	20.7
Major s75	66.7	85.6	43.9	32	57.1	52	-
All major	61.6	60.9	32.6	26.6	28.1	43.5	20.7
All local	9.1	9.8	10.4	9.0	9.7	10.7	11.6
Householder	8.1	8.0	8.4	7.6	7.5	7.7	8.3
Non householder	10.9	12.5	14.1	11.4	12.7	15.6	17
Business	10.00	10.7	12.4	10.4	8.9	24.6	20.7

5.2 The National Headline Indicators show an increase in average decision timescales for major developments from 32.6 weeks in 2016-2017, to 60.9 weeks this year and this is a significant concern. The number of major applications determined rose from 8 to 13, a significant increase and including one which had a particular impact on resources. Performance does depend on the complexity of / and resolving issues, agreeing necessary improvements and the timescales for completion of Section 75 agreements, even where these are limited to six months. There was also a significant delay with one application relating to a waste recycling facility in the submission of noise assessment information by the applicant. However the main delay in the determination of major applications was in the sometimes lengthy period to conclude Section 75 Agreements.

5.3 The appointment of a Planning Obligations Officer in April 2017 was a key objective to secure greater focus and expertise on both the negotiation and administration of developer contributions. Further improvement can be expected through the establishment throughout the year of the Developer Contributions Framework as the evidence base for likely contributions on applications, as discussed in the LDP section above.



- 5.4 PPRC members should note that these applications are of strategic importance for the delivery of homes, including affordable homes, Council objectives and housing land supply. Therefore, in several instances and only where reasonable progress had been made with the applicant, the six month period for conclusion of the agreement was informally extended to facilitate positive outcomes and not undermine the significant progress the Council has made through the LDP process and agreed Housing Land Audit. This remains a worthwhile process to ensure that development can be secured rather than be subject to refusal or through further delays through new applications or appeals.
- 5.5 In respect of this the greatest impact on performance was from the two applications for the Letham Mains site, again where delay with agreement on the Section 75 took place, in part due to landowner/developer legal issues and in part to the complication of the agreement needing to be concluded with three developers. It was strategically important to support the conclusion of these applications in order to secure a start date for work on a site stalled since the 2008 Local Plan and in this context a quicker refusal would have lead to greater delay in delivery of the site, where completions are now coming through.
- 5.6 The number of householder applications was largely static with the previous year (481 to 486), whilst there was significant growth in non-householder local applications (322 to 267). In that context the improvement in householder timescales is good progress, but benchmarking with other planning authorities the Service needs to learn what the context of their quicker delivery is, and that will be a priority to action.
- 5.7 For non-householder applications, as for major applications, the significant increase in numbers has resource as well as process implications. The Service's performance also needs to be seen in the context that it is benchmarked through the LGBF as the lowest cost service in the country at a time of significant growth in housing and employment applications.
- 5.8 A significant workload issue remains poor submissions by agents/developers and having to deal with invalid applications even with clear print and online application guidance. The total of applications received was 1226 of which 64% were invalid on receipt though this is notable improvement from 73% in the previous year (2015-16 73%, 2014-15 64.2%, 2013-14 69%, 2012-13 65%). Further work will be done with agents in relation to the key errors of incorrect fees, insufficient drawings/statements, incorrect/inaccurate drawings, incorrectly scaled/annotated drawings. The Duty Planner service is also available to check through applications or discuss submission requirements and the Service assists agents wherever possible to make complete applications that can be registered.
- 5.9 Resource has also been directed towards reducing the number of legacy cases, with a significant increase in withdrawn legacy cases compared to previous years. The legacy cases remaining, now properly assessed as

any over a year old, will be a continued point of focus for the team through active management of officer caseloads.

- 5.10 Given the above there is an ongoing review of performance management to provide an updated framework for application timescales and processes and active management of officer caseloads exists through regular meetings and reviews and engagement in further benchmarking with planning authorities in the top quartile of average timescales for applications is active. It is likely that action from this will be part of the further engagement with agents, consultants and developers to ensure a coordinated approach to improving performance significantly. In addition the level of planning fee income will be reviewed regularly throughout the year to assess the potential for additional staffing going forward.
- 5.11 Enforcement has seen increased activity, and this reflects increased levels of development, major and local, in the area from both approvals and also from increased permitted development rights (PDR) for both householder and non-householder premises. Increased PDR can often mean that neighbours are unaware of development intentions and if they do check the planning portal, will contact the service if there is no relevant record.
- 5.12 The Enforcement Charter has been reviewed and updated and importantly, rewritten to simplify the language used and break up the text with illustrations to make it a more customer friendly document and more accessible.
- 5.13 The level of complaints received has been dealt with within the existing resource, with an increased number of resolved and closed cases reflecting increased activity levels. If this growth continues then consideration will be given to allocating additional resources to this function to ensure that cases continue to be dealt with effectively and that public confidence in enforcement responses continues to grow. The increase in resolution alongside the increase in cases is encouraging as this is one of the most difficult areas of action in terms of public and developer perceptions of the process and reflects a good balance of resources to the scale of the issue.
- 5.14 An issue to be considered for enforcement in respect of any development is whether or not there is a proportionate response to the relevant infraction. A Breach of Condition Notice can be used to enforce the conditions applied to any planning permission. It comes into effect 28 days after being served. It may be used as an alternative to an enforcement notice (see below). There is no right of appeal. Contravening a breach of condition notice can result in the Council deciding to prosecute, with a fine of up to £1,000.
- 5.15 An Enforcement Notice is generally used to deal with unauthorised development, but can also apply to a breach of planning conditions. There are similar notices and powers to deal with Listed Buildings and advertisements. An Enforcement Notice also comes into effect 28 days after serving and can be appealed or a relevant application submitted. Failure to comply with an enforcement notice within the time specified is

an offence and may lead to prosecution and a fine of up to £20,000 in the Sheriff Court, or in appropriate cases the Council taking direct action to correct the breach.

- 5.16 A Stop Notice is used in urgent or serious cases where an unauthorised activity must be stopped, usually on grounds of public safety. When a Stop Notice is served, the planning authority must also issue an Enforcement Notice. There is no right of appeal against a Stop Notice and failure to comply is an offence. An appeal can be made against the accompanying Enforcement Notice. If a Stop Notice is served without due cause, or an appeal against the Enforcement Notice is successful, the Stop Notice may be quashed and the Council may face claims for compensation. The use of Stop Notices therefore needs to be carefully assessed by the Council.
- 5.17 A Temporary Stop Notice (TSN) can be used to require the immediate halt of an activity which breaches planning control, though the provisions make an exception in that a TSN cannot prohibit the use of a building or a caravan as a dwellinghouse. TSNs are enforceable for 28 days, after which time they expire.
- 5.18 A Fixed Penalty Notice (FPN) provides planning authorities with an alternative process to seeking prosecution, to address situations where a person has failed to comply with the requirements of an Enforcement Notice or a Breach of Condition Notice. By paying the penalty imposed the person will discharge any liability for prosecution for the offence. They will not, however, discharge the obligation to comply with the notices and the planning authority will retain the power to take direct action to remedy the breach and recover the costs of action. Any decision to use this power would be dependent on considerations such as the scale of the breach and its impact on local amenity.

## **6 POLICY IMPLICATIONS**

- 6.1 The Planning Performance Framework is an important component of East Lothian Council's performance management arrangements and the drive to deliver Continuous Improvement.

## **7 EQUALITIES IMPACT ASSESSMENT**

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

## **8 RESOURCE IMPLICATIONS**

- 8.1 Financial – none.
- 8.2 Personnel - none.
- 8.3 Other – none.

## 9 BACKGROUND PAPERS

- 9.1 Appendix A: East Lothian Planning Performance Framework 2017/18 including Scottish Ministers' Feedback on Planning Performance Framework 2017/18.
- 9.2 Enforcement Charter  
[https://www.eastlothian.gov.uk/downloads/file/24433/planning\\_enforcement\\_charter\\_2018](https://www.eastlothian.gov.uk/downloads/file/24433/planning_enforcement_charter_2018)

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<b>DATE</b>	20 February 2019

## Appendix A:

12	Number of visits to libraries expressed per 1,000 population	8,278	6,199	6
13	Average time (weeks) to deal with major applications	20.7	39.0	5
13	Average time (weeks) to deal with local applications	13.6	11.6	25
13	Average time (weeks) to deal with all major and local applications	13.6	12.0	20
14	Percentage of repairs completed within target times	86.6%	92.2%	24 (1-26)
15	Percentage of council dwellings brought up to a tolerable standard	100.0%	100.0%	-
15	Percentage of council dwellings free from serious disrepair	98.5%	98.5%	13 (1-26)
15	Percentage of council dwellings that are energy efficient	88.1%	90.2%	15 (1-26)
15	Percentage of council dwellings that have modern facilities and services	87.7%	96.1%	25 (1-26)
15	Percentage of council dwellings that are healthy, safe and secure	97.3%	94.7%	10 (1-26)
15	Percentage of dwellings meeting SHQS	76.7%	79.7%	16 (1-26)
16	Percentage of rent due in the year that was lost due to voids	1.0%	1.0%	10 (1-26)
17	Average time to re-let low demand houses (days)	79	74.1	14 (1-26)
17	Average time to re-let not low demand houses (days)	17	33.1	3 (1-26)
18	Current tenants' arrears as a percentage of net rent due	11.0%	6.8%	26 (1-26)

18	Percentage of current tenants owing more than 13 weeks rent excluding those owing less than £250	9.5%	4.7%	26 (1-26)
18	Proportion of those tenants [giving up tenancy] that were in rent arrears	29.4%	45.0%	6 (1-26)
18	Average debt owed by tenants leaving their tenancies with arrears	£550	£528.04	16 (1-26)
18	Average number of weeks rent owed by tenants leaving in arrears	11.40	8.57	24 (1-26)
18	Percentage of former tenant arrears written off or collected during the year	26.3%	29.0%	14 (1-26)
19	Percentage of decision notifications issued within 28 days of date of initial presentation for permanent accommodation	80.2%	92.1%	26
19	Percentage who are housed into permanent accommodation	44.3%	60.4%	28
19	Percentage of permanent accommodation cases reassessed	2.3%	4.6%	5
19	Percentage of decision notifications issued within 28 days of date of initial presentation for temporary accommodation	76.5%	88.4%	26
19	Percentage of temporary accommodation cases reassessed	5.5%	5.3%	19
19	The proportion of those provided with permanent accommodation in council stock who maintained their tenancy for at least 12 months	89.2%	87.0%	8 (1-26)
20	Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site	1.7	10.4	10 (1-29)
20	Average time (hours) between time of complaint and attendance on site, for those dealt with under the ASB Act 2004	0.3	0.42	3 (1-24)
21	Percentage of consumer complaints dealt with within 14 days of receipt	90.4%	79.6%	4 (1-31)
21	Percentage of business advice requests dealt with within 14 days of receipt	96.7%	96.3%	15

22	Overall percentage of road network that should be considered for maintenance treatment	31.5%	34.7%	8
23	Net cost of refuse collection per premise	£68.91	£69.27	16
23	Net cost of refuse disposal per premise	£83.63	£93.27	8
24	Percentage of municipal waste recycled	45.1%	42.8%	11
25	Overall cleanliness index	74.0%	74.0%	16





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Ms Angela Leitch  
Chief Executive  
East Lothian Council  
10 January 2019

Dear Ms Leitch

## **PLANNING PERFORMANCE FRAMEWORK FEEDBACK 2017/18**

I am pleased to enclose feedback on your authority's 7<sup>th</sup> PPF Report for the period April 2017 to March 2018. Considerable progress has been made since the introduction of the Planning Performance Framework and key markers, although performance still remains variable over some authorities and markers.

As you may be aware, the Planning Bill has recently passed through the second stage of parliamentary consideration, during which the Local Government and Communities Committee voted to remove the proposed provisions on planning performance, provisions to make training for elected members mandatory, and the existing penalty clause provisions. We expect Stage 3 of the bill process to begin in the new year.

Whatever the outcome of the Planning Bill, I believe now is the time to look again at how we measure the performance of the planning system. The High Level Group on Planning Performance recently met to discuss performance measurement and other improvements. I very much hope that we can continue to support ongoing improvements in our planning service and further demonstrate the value which the planning system can add to people's lives. Ministers see an important connection between performance and fees and I am aware that any proposals to increase fees will raise applicants' expectations of an efficient and effective service.

We need to be able to measure performance to provide that crucial evidence to support any increases in fees, to help ensure that authorities are appropriately resourced to deliver on our ambitions. With this in mind, we will continue to liaise with COSLA, SOLACE and Heads of Planning Scotland on matters of the Bill's implementation and planning performance measures going forward.

If you would like to discuss any of the markings awarded below, please email [chief.planner@gov.scot](mailto:chief.planner@gov.scot) and a member of the team will be happy to discuss these with you.

Kind Regards



**KEVIN STEWART**

CC: Mr Douglas Proudfoot, Head of Housing and Environment

St Andrew's House, Regent Road, Edinburgh EH1 3DG  
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## PERFORMANCE MARKERS REPORT 2017-18

Name of planning authority: **East Lothian Council**

The High Level Group on Performance agreed a set of performance markers. We have assessed your report against those markers to give an indication of priority areas for improvement action. The high level group will monitor and evaluate how the key markers have been reported and the value which they have added.

The Red, Amber, Green ratings are based on the evidence provided within the PPF reports. Where no information or insufficient evidence has been provided, a 'red' marking has been allocated.

No.	Performance Marker	RAG rating	Comments
1	<b>Decision-making:</b> continuous reduction of average timescales for all development categories [Q1 - Q4]	Amber	<p><b>Major Applications</b> Your timescales of 60.9 weeks are slower than the previous year and are slower than the Scottish average of 33.6 weeks. <b>RAG = Red</b></p> <p><b>Local (Non-Householder) Applications</b> Your timescales of 12.5 weeks are faster than the previous year but are slower than the Scottish average of 10.7 weeks. <b>RAG = Amber</b></p> <p><b>Householder Applications</b> Your timescales of 8 weeks are faster than the previous year but are slower than the Scottish average of 7.3 weeks. However, this is within the statutory timescale. <b>RAG = Green</b></p> <p><b>Overall RAG = Amber</b></p>
2	<p><b>Processing agreements:</b></p> <ul style="list-style-type: none"> <li>offer to all prospective applicants for major development planning applications; and</li> <li>availability publicised on website</li> </ul>	Green	<p>You encourage processing agreements to applications for all major developments. No processing agreements were entered into this reporting year. <b>RAG = Green</b></p> <p>Processing agreement information is available through your website. <b>RAG = Green</b></p> <p><b>Overall RAG = Green</b></p>
3	<p><b>Early collaboration</b> with applicants and consultees</p> <ul style="list-style-type: none"> <li>availability and promotion of pre-application discussions for all prospective applications; and</li> <li>clear and proportionate requests for supporting information</li> </ul>	Amber	<p>You provide a pre-application advice service which is promoted through staff engaging with prospective applications. We note the high amount of applications subject to pre-application and that you put your high approval rate down to this. However, it is noted that you refer to invalid applications as being an issue. <b>RAG = Green</b></p> <p>The report does not make clear how your information requests are proportionate to their needs, nor what process or guidance is in place for these to be clear to developers. <b>RAG = Red</b></p> <p><b>Overall RAG = Amber</b></p>

4	<b>Legal agreements:</b> conclude (or reconsider) applications after resolving to grant permission reducing number of live applications more than 6 months after resolution to grant (from last reporting period)	Red	Your average timescales for determining major applications with legal agreements is slower than last year and the Scottish average. Local applications with legal agreements are determined slower than last year and the Scottish average. You have referenced having legal agreement cut off points and a dedicated planning obligations officer, however, the reasons for your timescales increasing significantly are not clear.
5	<b>Enforcement charter</b> updated / re-published within last 2 years	Green	Your enforcement charter was 4 months old at the end of the reporting year.
6	<b>Continuous improvement:</b> <ul style="list-style-type: none"> <li>• progress/improvement in relation to PPF National Headline Indicators; and</li> <li>• progress ambitious and relevant service improvement commitments identified through PPF report</li> </ul>	Amber	Your LDP is due for renewal and your enforcement charter was renewed this year. Overall, your decision making timescales, with and without legal agreements, were slower than last year. Elsewhere, not enough progress has been made over stalled sites. <b>RAG = Red</b>  You have completed 2 out of 7 of your improvement commitments with the remaining to be continued over the next reporting year. You identified four improvement commitments for the coming year which respond to shortfalls seen in your service delivery. <b>RAG = Amber</b>  <b>Overall RAG = Amber</b>
7	<b>Local development plan</b> less than 5 years since adoption	Red	Your development plan was over 9 years old at the time of reporting.
8	<b>Development plan scheme</b> – next LDP: <ul style="list-style-type: none"> <li>• on course for adoption within 5 years of current plan(s) adoption; and</li> <li>• project planned and expected to be delivered to planned timescale</li> </ul>	Amber	Your LDP2 is not on track for adoption within the five year cycle. We note that the LDP2 is now published, although was out with the reporting period. <b>RAG = Red</b>  Your project plan for the replacement of the development plan is set out in your action plan though it is not clear how you have addressed prior issues with the LDP project planning. <b>RAG = Green</b>  <b>Overall RAG = Amber</b>
9	<b>Elected members engaged early</b> (pre-MIR) in development plan preparation – <i>if plan has been at pre-MIR stage during reporting year</i>	N/A	
10	<b>Cross sector stakeholders* engaged early</b> (pre-MIR) in development plan preparation – <i>if plan has been at pre-MIR stage during reporting year</i>	N/A	
11	<b>Regular and proportionate policy advice</b> produced on information required to support applications.	Green	You mention that you have reviewed existing guidance including revoking your interim planning guidance for housing land. Elsewhere you have drafted development briefs and affordable housing guidance in preparation of your LDP's publication.
12	<b>Corporate working across services</b> to improve outputs and services for customer benefit (for example: protocols; joined-up services; single contact arrangements; joint pre-application	Green	You continue to ensure a duty planner system for enquiries, ensuring a single contact for customers. Elsewhere, your team consults internally with transport planners on relevant proposals and road construction consents.

	advice)		
13	<b>Sharing good practice, skills and knowledge</b> between authorities	Green	You provide evidence of benchmarking through HOPS to improve service delivery and you have used the Knowledge Hub, benefiting from their archaeology and landscape specialists. Your team has attended several training events through COSLA, HES and others.
14	<b>Stalled sites / legacy cases:</b> conclusion or withdrawal of old planning applications and reducing number of live applications more than one year old	Red	You have cleared 164 cases during the reporting year, however, you now have 289 cases due to a miscalculation in previous reports. It is unclear how many cases have reached legacy status this year but we note that this is part of a longer strategy for improving the councils output and that current progress has been significant from previous years figures.
15	<b>Developer contributions:</b> clear and proportionate expectations <ul style="list-style-type: none"> <li>• set out in development plan (and/or emerging plan); and</li> <li>• in pre-application discussions</li> </ul>	Green	Your LDP, supported by a framework sets out expectations for developer contributions. <b>RAG = Green</b>  Your pre-application discussions address developer contributions and are part of a protocol for application processing. <b>RAG = Green</b>  <b>Overall RAG = Green</b>

**EAST LOTHIAN COUNCIL**  
**Performance against Key Markers**

Marker		2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Decision making timescales						
2	Processing agreements						
3	Early collaboration						
4	Legal agreements						
5	Enforcement charter						
6	Continuous improvement						
7	Local development plan						
8	Development plan scheme						
9	Elected members engaged early (pre-MIR)				N/A	N/A	N/A
10	Stakeholders engaged early (pre-MIR)				N/A	N/A	N/A
11	Regular and proportionate advice to support applications						
12	Corporate working across services						
13	Sharing good practice, skills and knowledge						
14	Stalled sites/legacy cases						
15	Developer contributions						

**Overall Markings (total numbers for red, amber and green)**

<b>2012-13</b>	7	6	2
<b>2013-14</b>	7	7	1
<b>2014-15</b>	4	5	6
<b>2015-16</b>	1	6	6
<b>2016-17</b>	1	5	7
<b>2017-18</b>	3	4	6

**Decision Making Timescales (weeks)**

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2017-18 Scottish Average
Major Development	20.7	43.5	31.5	38.3	32.6	60.9	33.6
Local (Non-Householder) Development	22.2	22.8	13.9	11.4	15.3	14.2	10.7
Householder Development	8.3	7.7	7.5	7.6	8.4	8.0	7.3

**REPORT TO:** Policy and Review Committee

**MEETING DATE:** 27 February 2019

**BY:** Depute Chief Executive (Partnerships and Community Services)

**SUBJECT:** Coastal Car Parking Scheme Review

**8**

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## **1 PURPOSE**

1.1 The purpose of this report is to update the Policy and Performance Review Committee on the operation of the Coastal Car Parking Scheme and the outcomes achieved to date.

1.2 The report was requested to cover the following areas:

- To compare the original proposal against current situation
- To clarify the relationship between coastal car parking and DPE including all funding flows and contributions and enforcement costs and policies.
- To quantify future investment (capital and revenue) required to maintain beaches, car parks and adjoining land, toilets etc.
- To outline the significance of the coastal offering within East Lothian, visitor number trends (from start of charging to present day) and impact of coastal car parking on visitor numbers.
- To benchmark information from other relevant coastal areas including details of ticket prices and annual passes.
- Prepare further options on charging policies including appropriate sensitivity analysis.

## **2 RECOMMENDATIONS**

2.1 To note the details of the coastal car parking review report as contained within Appendix 1.

## **3 BACKGROUND**

3.1 On 18 December 2012, Council approved the introduction of car parking charges at 10 coastal car parks within East Lothian. Charging commenced initially at Gullane Bents and Yellowcraigs in July 2015 with charging at

sites in Longniddry Bents. 1, 2 and 3; Tynninghame Links; John Muir Country Park – Linkfield; Shore Road; White Sands and Barns Ness commencing in August 2015.

- 3.2 The coastal car parks had been provided historically to provide a low risk high quality visitor attraction that was safe, well maintained and supporting the economic vitality of East Lothian. A Traffic Regulation Order TO/191/13 was made on 1 April 2015 to manage the running of coastal car parks, which included the prohibition of on street parking, where necessary.
- 3.3 The purpose of the coastal car parks is to provide safer parking location, to assist traffic management by providing facilities off-site, to manage visitors along the coast, to protect the natural heritage of designated sites and to support and benefit the economy and tourism of East Lothian.
- 3.4 The management and operation of coastal car parks requires maintenance, the provision of visitor facilities, a safe low risk environment, as well as staff to manage, monitor and maintain use. It is, therefore, reasonable for those who use public coastal car parks to pay to do so.

## **4 POLICY IMPLICATIONS**

- 4.1 There are no direct policy implications from this report. The purpose of the report is to provide the PPRC with a review of the Coastal car parking Scheme.

## **5 INTEGRATED IMPACT ASSESSMENT**

- 5.1 When the Policy was introduced it was subject to an Integrated Impact Assessment.

## **6 RESOURCE IMPLICATIONS**

- 6.1 Financial – Although there are no direct financial implications, the report review/findings do highlight financial implications associated with implementation of the policy and associated financial performance levels.
- 6.2 Personnel - Not applicable
- 6.3 Other - None

## **7 BACKGROUND PAPERS**

- 7.1 Report to Council on 25 October 2016 titled Update on the Introduction of Decriminalised Parking Enforcement and on the Introduction of Parking Charges at Coastal Car Parks.
- 7.2 Report to Policy and Performance Review Committee on 8 March 2017 entitled Update on Parking Charges at Coastal Care Parks.



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<b>DATE</b>	20/2/19

## APPENDIX 1

### Coastal Car Parking Scheme Review

#### 1.0 Introduction

- 1.1. On 20 June 2018 the Policy and Performance Review Committee requested that officers provide a report to update on the operation of the Coastal Car Parking Scheme and the outcomes achieved to date. A remit for the report was agreed by officers and elected member representatives from all parties.
- 1.2. Review original proposal and compare against current situation, this should include:
  - Clarification of terms/definitions
  - Initial planned budget estimates for both income and expenditure of car parking operations including the rationale behind this. Initial plans for capital investment in coastal facilities.
  - Clarification of funding including linkages between revenue and capital budgets and clarification of net and gross income for budget purposes
- 1.3. Clarify the relationship between coastal car parking and DPE including all funding flows and contributions and enforcement costs and policies.
- 1.4. Quantify future investment (capital and revenue) required to maintain beaches, car parks and adjoining land, toilets etc.
- 1.5. Outline significance of coastal offering within East Lothian, visitor number trends (from start of charging to present day) and impact of coastal car parking on visitor numbers.
- 1.6. Benchmarking information from other relevant coastal areas including details of ticket prices and annual passes.
- 1.7. Prepare further options on charging policies including appropriate sensitivity analysis.

#### 2.0 Review original proposal and compare against current situation.

- 2.1 In line with the statement of reason, the surplus income generated from coastal car parking is for the management of the coast.
- 2.2 East Lothian's coastal landscape is diverse and varied, providing a unique asset for East Lothian's communities and visitors. As pressure intensifies to meet customer expectations and deliver improved facilities and attractions, continued investment is required to meet visitor standards. The Council also needs to conserve the coast and fulfil its statutory obligations to ensure that, because of the national, European and international natural heritage designations, the coastal landscape is kept in a favourable

condition.

2.3 To meet this cost, it is permissible to place a levy to charge for the use of designated car parks. The purpose of the charge is to meet the aims and objectives in managing the coast, i.e.

- To benefit the local economy and tourism,
- To provide high quality attractions and facilities;
- To provide a safer environment;
- To improve the health and wellbeing of people;
- To protect and enhance the environment.

2.4 The original proposal sought to upgrade and improve the condition of the road network and parking surface in all the car parks, to provide new toilets, showers and signage of a standard that meets customer expectations. The bulk of programmed works have now been completed, however, some works remain to upgrade toilets at Longniddy bents.

2.5 The initial budget estimate provided for Coastal Car park improvements in 2012 are shown in Appendix B – This budget of £867,700, provided for road, car park improvements, electricity connections and pay and display equipment.

2.6 The first full year of operation estimate of car park income at that time was provided in Appendix C – Option 1 Financial Business case. The original business case estimated an income in 14/15 of £524,125.10 rising to £622,710.25 in 18/19 per year which at the time was believed to be a reasonable estimate of income considering all the information known and assuming full operating levels were achieved.

2.7 Appendix D - Income collected monthly (July 2015 – Jan 2019) shows the monthly income and expenditure for the coastal car parking account since commencement. Actual income achieved was as follows:

15/16 - £98,795

16/17 - £169,663.65

17/18 - £190,666.25

18/19 – incomplete but predicted in excess of £250,000

2.8 Figure 1 below compares the actual income with expenditure and shows the surplus made to date along with information on forecasted income and expenditure.

	<b>Forecast Income</b>	<b>Forecast expenditure</b>	<b>Forecast Surplus</b>	<b>Actual income</b>	<b>Actual Expenditure</b>	<b>Actual Surplus</b>
2015-16 – year 1	£524,125.10	£147,467	£376,658.10	£79,036 (6months only)	£4,977.11	£129,058.89
2016-17 – year 2	£546,998.02	£149,788.00	£397,210.02	£135,730.92	£93,393.88	£97,337.04
2017-18 – year 3	£571,014.59	£152,182.00	£418,832.59	£152,533.00	£83,008.63	£124,524.37
2018 19 - year 4	£596,231.99	£154,651.00	£441,580.99	£176,657.92 (10 month)	£68,350.53	£163,307.39

Figure 1. actual income, expenditure and surplus

2.9 It should be noted that budgetary provision seeks to make an income of £300,000 in 2018/19. Detailed analysis of vehicle entries at coastal car parks and Ticket Issuing Machine (TIM) income between 11<sup>th</sup> and 17<sup>th</sup> August highlights a significant difference between payment and vehicle trips. Data collected over the period highlighted on average 17% of vehicle owners entering the car park paid. A high proportion of non-TIM payment can be attributable to season ticket holders but there remains substantial leakage within the system. Further measures to control parking and gather the parking charge are being considered.

### **3.0 Clarify the relationship between coastal car parking and DPE including all funding flows and contributions and enforcement costs and policies**

3.1 On 23 January 2017, Decriminalised Parking enforcement (DPE) came into force, which transferred powers to East Lothian Council to administer parking contraventions with respect to parking, waiting, loading and unloading prohibitions or restrictions.

3.2 To meet technical and financial requirements, an application to Scottish Ministers via Transport Scotland was made to demonstrate compliance with their criteria and that the business case must be competent and self-financing over a 5-year period. Deliberations with the City of Edinburgh Council and their contractor NSL Ltd informed the business case before being presented to Transport Scotland. A sum of £55,000 was identified as coastal car park income– effectively a recharge against the coastal car parking account.

3.3 As this was a key component of the business case submitted to Transport Scotland to have a cash neutral financial plan, it is categorically necessary to receive an income of £55,000 from coastal car park charges. This was not originally anticipated within the original coastal car parking business case but does clearly make a positive contribution/impact upon wider parking enforcement.

3.4 It must be highlighted however that the overall County benefit in terms of DPE is substantial in relation to enhanced traffic flow, safety, economic benefit within town centres due to fluidity of movement and availability of parking and this would be financially untenable without the contribution from Coastal Car parking income.

### **4.0 Quantify future investment (capital and revenue) required to maintain beaches, car parks and adjoining land, toilets etc**

4.1 In accordance with the capital plan, a budget commitment of £150,000 has been made for further infrastructure improvements to coastal car park toilets in financial years 2019/20.

4.2 Longer-term proposals to improve coastal assets and facilities is dependent on usage, consultation, condition inspections and associated parking demand assessments appraised in agreement with future budget considerations and deliberations.

### **5.0 Outline significance of coastal offering within East Lothian, visitor**

**number trends (from start of charging to present day) and impact of coastal car parking on visitor numbers.**

- 5.1 The economic growth and vitality of East Lothian is vital in providing thriving communities and people. Encouraging visitors to East Lothian is a key driver to achieve the Council's vision with quality beaches, well-maintained attractions and amenities encourage visitors back.
- 5.2 The East Lothian Economic Development Strategy, refreshed late 2018, highlights the importance of tourism to East Lothian - 'to become Scotland's leading coastal, leisure and food and drink destination' is a key objective of the strategy.
- 5.3 Visit East Lothian through digital and print means actively encourages the use of the coast, its beautiful beaches, local attractions, and activities along the coast. East Lothian has seen growth in tourism with, for example, increasing number of 5 star attractions encouraging visitors. East Lothian is popular with many visitors who come to the area to meet friends or family and take in an event or attraction. Golf, beaches, museums, and a number of other attractions are all popular for both locals and tourists to enjoy.
- 5.4 The Trip Advisor website highlights 'things to do' in East Lothian with 6 beaches (1 private) categorised as attractions with very favourable reviews.
- 5.5 In 2013/14, 1,407,000 visitors were estimated to have visited East Lothian. From this, it is estimated 872,000 people visit the coast. This is supported by vehicle trip counts recorded at coastal car parks in 2015/16 being 736,000.
- 5.6 In 2017/18, an estimated 1,320,000 tourism visits occurred. Of this 818,000 (62%) of people surveyed reported visiting the beach. This again is supported by recent vehicle counts. However, between 2009 and 2017 there has been a  $\pm 4.5$  % variance in visitor numbers but an increase of 14% visiting the beach since 2003.
- 5.7 A degree of caution on the quantum of vehicle counts from the existing equipment should be noted as these do not split out trips in to hourly slots and the technology is dated presenting a reliability risk.
- 6.0 Benchmarking information from other relevant coastal areas including details of ticket prices and annual passes.**
- 6.1 To assist the process of determining appropriate charging levels, suitable parking management operating systems, a questionnaire was sent to other relevant organisations to benchmark and learn how we can improve the performance and the delivery of services.
- 6.2 Fifteen enquiries were sent to Scottish local Authorities, Northumberland County Council, the Forestry Commission (Scotland and England). From the information received to date,
- 6.3 Figure 2 below is a sample of bench marking cost across a number of Local Authority's and Forestry Commission car parking sites.

Council	Location	Cost	Season Tickets ( Year)	Resident parking permit	Notes
Argyll & Bute	Oban	Free first 2 hrs then £0.80/hr thereafter.			
	Mull	Free first 2 hrs then 80p/hr thereafter.			
	Bute			£135 - £475	
Ayrshire	Ayr	£1/hr up to 6hr £5	£360/year		
	Kilmarnock	80p/hr up to 4hrs at £2.90	£345/year		
Dumfries and Galloway	Sandy Hill Beach	£2/ daily charge			
	Various residential			Free	
Fife	St Andrews	£1.10 up to 2hrs			
	Anstruther	70p/hr and 90p/2hrs			
Highland	Inverness	£1/hr			
Northumberland	Chare Ends- Holy Island	£2.40/3hrs £4.40 all day			Coastal Car Park
	Green Lane, Holy island	£6 per day			Coastal Car Park- Buses
	Station Yard, Sea houses	£3.50/day			Coastal Car Park-
	Bamburgh	£2/day ( honesty box )			Coastal Car Park-
	Wentworth	£4/4hr and £6/day			HGV and coach park
	Corbridge	30min free then 50p /hr, 80p/2hr up to £1.20/3 hrs	£130/year		
	Lindisfame	£2.40 up to 3hrs £4.40 max			
South Ayrshire	Troon	Proposed £1/hr charge			
<b>Forestry Commission</b>	Ben Venue	£1/hr and £3/day	£35		
	Carron Valley	£1/hr, £2/3hrs £3 all day	£35		
	Roseisle, Elgin	£2 per day	£35		
	Three Lochs Forrest	£2 per day	£35		

**Figure 2- Example of Local Authority Charges**

- 6.4 From the above benchmarking exercise, the average hourly charge is £0.75 / hour, increasing roughly at a rate of £0.75 / hour. The annual season ticket is £100/ 3 months, increasing to £300/ annum. The average daily charge is £3/day
- 6.5 Whilst, this comparison is not an exact like for like comparison, with different factors coming into play, it does serve as a guide and it is useful to understand where East Lothian car parking charging lies with other Scottish and Northern England local Authorities and organisations
- 7.0 Prepare further options on charging policies including appropriate sensitivity analysis.**
- 7.1 On 30<sup>th</sup> October 2018, East Lothian Council adopted the Local Transport Strategy and associated Action Plans and Strategies. In accordance with the Parking Management Strategy policy, 4 and 5 a comprehensive review of all parking provision will be undertaken, which will include a review of all options and appropriate sensitivity tests and analysis. Once prepared the report(s) will be presented to a future Council meeting for consideration during 2019.

## Appendix A – Record of Improvements to Coastal Car Parks

Location	Description of Works	Capital / Revenue	Cost of Works	Comments
<b>Longniddry Bents No. 3</b>	Car restraint bunding	Revenue	£6,000	Post 2015 start
<b>Gullane Bents</b>	Patching surfaces	Revenue	£1,500	
<b>Yellowcraig</b>	<i>Parking area drainage</i>	Revenue	£8,000	
<b>Linkfield</b>	Car restraint bunding	Revenue	£3,000	
<b>Linkfield</b>	Surfacing	Revenue	£3,000	
<b>Shore Road</b>	Surfacing	Revenue	£3,000	
<b>Barns Ness</b>	Car park surfacing upgrade	Revenue	£10,000	
<b>John Muir Country Park</b>		Capital	£ 119,804.66	Pre- 2015 start
<b>Yellowcraig, Ware Road, Dirleton</b>	Upgrade of car parking facilities, electricity connections and road improvements	Capital	£ 87,480.07	
<b>Gullane Bents car park</b>	Upgrade of car parking facilities, electricity connections and road improvements	Capital	£ 136,389.22	
<b>Shore Road, Dunbar</b>		Capital	£ 5,973.31	
<b>Whitesands Access Road</b>		Capital	£ 35,488.02	
<b>Barns Ness car park</b>		Capital	£ 28,001.68	
<b>Longniddry Bents No 1 car park</b>		Capital	£ 133,214.01	
<b>Tynninghame Car Park, Lime Tree Walk</b>		Capital	£361.47	
<b>Longniddry Bents No 2 car park</b>		Capital	£ 60,693.12	
<b>Longniddry bents No 3 car park</b>		Capital	£ 107,909.13	
<b>TIM's and electrical connections</b>		Capital	£ 184,032.76	
		<b>Total Revenue</b>	<b>£34,500</b>	
		<b>Total Capital</b>	<b>£899,347.39</b>	



Appendix B –Estimated cost of Coastal Car park improvements 2012

2012 Capital Costs

Car park as 2012 report

Coastal Car Park	Car park Capacity	Av. Annual Vehicle Nos. £	Equipment Installation Estimate Cost (ex electrical installation costs) £	Roads & Parking Cost Estimate £	Road & Parking Site Improvements £	Off Site Road Upgrades £	Total Cost £	Car Park Category
Longniddry No 1	150	69,699	7,000	30,000	27,000	300	64,300	1
Longniddry No 2	100	41,984	7,000	7,500	37,000	300	51,800	1
Longniddry No 3	600	102,868	7,000	28,000	49,000	300	84,300	1
Gullane Bents	650	84,543	7,000	40,000	29,000	10,000	86,000	1
Yellowcraig	800	76,708	7,000	180,000	60,000	6,000	253,000	1
JMCP Linkfield	300	56,469	7,000	25,000	98,000	3,000	133,000	1
JMCP Shore Road	120	55,322	5,000	0	82,000	0	87,000	1
Whitesands	250	12,000	5,000	0	34,000	0	39,000	2
Barnsness	150	8,000	5,000	0	45,000	500	50,500	2
JMCP Tynninghame Links*	45	24,783	5,000	0	3,500	300	8,800	1
Aberlady Bay LNR*	24	20,000	5,000	0	5,000	0	10,000	1
Skateraw	15	2,800	0	0	0	0	0	2
Thornton loch	15	600	0	0	0	0	0	2
Morrisons Haven								
Levenhall Links								
			67,000	310,500	469,500	20,700	867,700	
<b>start up cost</b>			<b>867,700</b>					

## Appendix C - Financial Business case.

East Lothian Council  
Coastal Car Parking Proposal

Estimated visitor numbers			
	total visitors over 14 years	Yearly average	Estimated visitors between charging period (90%)
<b>Sites with counters</b>			
	1,183,606	84,543	76,089
gullane Bents	1,932,176	138,013	124,212
JMCP (Linkfield, Shore Road and Tynningame)	3,060,475	218,605	196,745
Longneddry Bents (Sites 1,2 and 3)	1,073,911	76,708	69,037
Yellowcraig			
Estimated annual Visitors			
<b>Sites without car counters</b>			
Aberlady bay	20,000		
WhiteSands	12,000		10,800
Barns Ness	8,000		7,200
Skateraw	2,800		
Thorntonloch	600		
			<b>484,083</b>

### Annual income

Proposed charging period	8am - 6.pm									
Proposed daily parking charge	£2.00	£2.00	£2.00	£2.00	£2.00	£2.00	£2.00	£2.00	£2.00	£2.00
Proposed cost of annual season ticket	£40.00	£40.00	£40.00	£40.00	£40.00	£40.00	£40.00	£40.00	£40.00	£40.00
Visits covered by season ticket holders (estimated )	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
Estimated number of season ticket holders	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000

Base visitor Numbers	484083	435674.7	457458.	480331.	504347.	529565.	529565.	529565.	529565.	529565.
Change in visitor numbers following introduction of charges	0.9	1.05	1.05	1.05	1.05	1	1	1	1	1
Weather factor	1	1	1	1	1	1	1	1	1	1
reduction for non-payers	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9
Adjusted visitor numbers	392107	411712	432298	453913	476608	476608	476608	476608.	476608	476608

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Gross income based on estimated annual visitors										
Daily visitors	548950.	576397.	605217.	635478.	667252.	667252.	667252.	667252.	667252.	667252.
Season tickets	£80,000.00	£80,000.00	£80,000.00	£80,000.00	£80,000.00	£80,000.00	£80,000.00	£80,000.00	£80,000.00	£80,000.00
TOTAL	£628,950.12	£656,397.63	£685,217.51	£715,478.38	£747,252.30	£747,252.30	£747,252.30	£747,252.30	£747,252.30	£747,252.30
Net income (based on VAT rate of 20%)	£524,125.10	£546,998.02	£571,014.59	£596,231.99	£622,710.25	£622,710.25	£622,710.25	£622,710.25	£622,710.25	£622,710.25

Annual Revenue Expenditure	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
season ticket admin	£10,000.00	£10,100.00	£10,201.00	£10,303.01	£10,406.04	£10,510.10	£10,615.20	£10,721.35	£10,828.57	£10,936.85
Finance admin	£5,000.00	£5,050.00	£5,100.50	£5,151.51	£5,203.02	£5,255.05	£5,307.60	£5,360.68	£5,414.28	£5,468.43
Cleaning	£22,700.00	£23,154.00	£23,617.08	£24,089.42	£24,571.21	£25,062.63	£25,563.89	£26,075.16	£26,596.67	£27,128.60
Property maintenance	£20,000.00	£20,400.00	£20,808.00	£21,224.16	£21,648.64	£22,081.62	£22,523.25	£22,973.71	£23,433.19	£23,901.85
Cash collection	£18,000.00	£18,360.00	£18,727.20	£19,101.74	£19,483.78	£19,873.45	£20,270.92	£20,676.34	£21,089.87	£21,511.67
Electricity	£6,500.00	£6,630.00	£6,762.60	£6,897.85	£7,035.81	£7,176.53	£7,320.06	£7,466.46	£7,615.79	£7,768.10
Machine maintenance	£5,100.00	£5,202.00	£5,306.04	£5,412.16	£5,520.40	£5,630.81	£5,743.43	£5,858.30	£5,975.46	£6,094.97
	<b>£87,300.00</b>	<b>£88,896.00</b>	<b>£90,522.42</b>	<b>£92,179.85</b>	<b>£93,868.91</b>	<b>£95,590.19</b>	<b>£97,344.35</b>	<b>£99,132.00</b>	<b>£100,953.82</b>	<b>£102,810.47</b>

## Capital Expenditure

Equipment installation	£62,000. 00
Roads and parking costs	£310,500 .00
Roads and parking site improvements	£464,500 .00
Improvement of facilities	£0.00
Off-site road upgrade	£20,700. 00
	<b>£867,700 .00</b>

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Net income collected (a)	£524,125 .10	£546,998 .02	£571,014 .59	£596,231 .99	£622,710 .25	£622,710 .25	£622,710.2 5	£622,710 .25	£622,710. 25	£622,710 .25
Revenue expenditure (b)	£87,300. 00	£88,896. 00	£90,523. 00	£92,180. 00	£93,869. 00	£95,590. 00	£97,345.00 00	£99,131. 00	£100,952. 00	£102,809 .00
Debt repayment (on £700,000 start-up cost) (c )	£51,507. 00	£51,507. 00	£51,507. 00	£51,507. 00	£51,507. 00	£51,507. 00	£51,507.00 00	£51,507. 00	£51,507.0 0	£51,507. 00
Surplus (a-b-c) = (d)	£385,318 .10	£406,595 .02	£428,984 .59	£452,544 .99	£477,334 .25	£475,613 .25	£473,858.2 5	£472,072 .25	£470,251. 25	£468,394 .25
Payment to land owner (e)	£8,660.0 0	£9,385.0 0	£10,152. 00	£10,964. 00	£11,823. 00	£11,602. 00	£11,376.00 00	£11,146. 00	£10,911.0 0	£10,671. 00
ELC share of surplus (d-e)	<b>£376,658 .10</b>	<b>£397,210 .02</b>	<b>£418,832 .59</b>	<b>£441,580 .99</b>	<b>£465,511 .25</b>	<b>£464,011 .25</b>	<b>£462,482. 25</b>	<b>£460,926 .25</b>	<b>£459,340. 25</b>	<b>£457,723 .25</b>

## Appendix D – Income Collected Monthly (July 2015 – Jan 2019)

	Transaction Count	Revenue Voucher Sales	Ringo	Season Tickets	Income	Total (- VAT)	Expenditure
July 2015 (ELC collection)		£1,746.70			£1,746.70	£1,397.36	
Jul-15	2151	£4,311.10		£5,080.00	£9,391.10	£7,512.88	
Aug-15	7592	£15,220.05		£11,640.00	£26,860.05	£21,488.04	
Sep-15	5930	£11,886.30		£6,480.00	£18,366.30	£14,693.04	
Oct-15	3486	£6,988.75		£2,180.00	£9,168.75	£7,335.00	
Nov-15	1643	£3,292.00		£1,320.00	£4,612.00	£3,689.60	
Dec-15	2461	£4,934.25		£360.00	£5,294.25	£4,235.40	
<b>CY Total</b>	<b>23263</b>	<b>£48,379.15</b>		<b>£27,060.00</b>	<b>£75,439.15</b>	<b>£60,351.32</b>	
Jan-16	2802	£5,626.20		£1,240.00	£6,866.20	£5,492.96	
Feb-16	3144	£6,302.80		£1,040.00	£7,342.80	£5,874.24	
Mar-16	3823	£7,666.85		£1,480.00	£9,146.85	£7,317.48	
<b>FY Total</b>	<b>33032</b>	<b>£67,975.00</b>		<b>£30,820.00</b>	<b>£98,795.00</b>	<b>£79,036.00</b>	<b>£4,977.11</b>
Apr-16	5257	£10,540.20		£1,840.00	£12,380.20	£9,904.16	
May-16	6790	£13,609.70		£960.00	£14,569.70	£11,655.76	
Jun-16	4844	£9,712.10		£600.00	£10,312.10	£8,249.68	£852.65
Jul-16	9152	£18,363.90		£2,160.00	£20,523.90	£16,419.12	£2,173.38
Aug-16	8862	£17,759.00		£3,560.00	£21,319.00	£17,055.20	£271.97
Sep-16	5675	£11,370.70		£3,160.00	£14,530.70	£11,624.56	£2,583.24
Oct-16	4793	£9,621.95		£3,960.00	£13,581.95	£10,865.56	£74,712.40
Nov-16	2265	£4,539.35		£5,680.00	£10,219.35	£8,175.48	£769.28
Dec-16	3124	£6,264.95		£1,440.00	£7,704.95	£6,163.96	£709.09
<b>CY Total</b>	<b>60531</b>	<b>£121,377.70</b>		<b>£27,120.00</b>	<b>£148,497.70</b>	<b>£118,798.16</b>	
Jan-17	4730	£9,478.05		£1,360.00	£10,838.05	£8,670.44	£10,385.42
Feb-17	4060	£8,138.10		£9,560.00	£17,698.10	£14,158.48	£849.96
Mar-17	3919	£7,865.65		£8,120.00	£15,985.65	£12,788.52	£86.49
<b>FY Total</b>	<b>63471</b>	<b>£127,263.65</b>	<b>245</b>	<b>£42,400.00</b>	<b>£169,663.65</b>	<b>£135,730.92</b>	<b>£93,393.88</b>

Apr-17	6791	£13,620.65		£3,760.00	£17,380.65	£13,904.52	
May-17	6813	£13,666.25		£3,400.00	£17,066.25	£13,653.00	
Jun-17	5460	£10,947.60		£2,760.00	£13,707.60	£10,966.08	£1,518.45
Jul-17	8221	£16,501.50		£2,760.00	£19,261.50	£15,409.20	£1,778.25
Aug-17	8630	£17,303.80		£4,720.00	£22,023.80	£17,619.04	£838.72
Sep-17	6912	£13,858.75	£70.90	£3,360.00	£17,289.65	£13,831.72	£2,514.42
Oct-17	6027	£12,092.90	£1,375.30	£3,440.00	£16,908.20	£13,526.56	£20,520.07
Nov-17	3941	£7,898.00	£1,262.40	£4,120.00	£13,280.40	£10,624.32	£140.00
Dec-17	3159	£6,332.15	£889.00	£3,560.00	£10,781.15	£8,624.92	£698.72
<b>CY Total</b>	<b>68663</b>	<b>£137,703.40</b>	<b>£3,597.60</b>	<b>£50,920.00</b>	<b>£192,221.00</b>	<b>£153,776.80</b>	<b>£39,330.50</b>
Jan-18	3918	£7,858.05	£1,424.30	£4,960.00	£14,242.35	£11,393.88	
Feb-18	4492	£9,016.25	£1,943.20	£4,520.00	£15,479.45	£12,383.56	
Mar-18	2917	£5,859.25	£1,386.00	£6,000.00	£13,245.25	£10,596.20	£55,000.00
<b>FY Total</b>	<b>67281</b>	<b>£134,955.15</b>	<b>£8,351.10</b>	<b>£47,360.00</b>	<b>£190,666.25</b>	<b>£152,533.00</b>	<b>£83,008.63</b>
Apr-18	6765	£13,564.65	£4,130.00	£6,080.00	£23,774.65	£19,019.72	
May-18	8672	£17,395.15	£5,334.40	£3,860.00	£26,589.55	£21,271.64	£280.00
Jun-18	9248	£18,573.90	£4,292.20	£2,410.00	£25,276.10	£20,220.88	£140.00
Jul-18	15415	£30,979.15	£4,963.20	£3,970.00	£39,912.35	£31,929.88	£229.99
Aug-18	9328	£18,723.30	£2,772.40	£3,490.00	£24,985.70	£19,988.56	£140.00
Sep-18	6951	£13,928.20	£3,078.10	£3,930.00	£20,936.30	£16,749.04	£150.00
Oct-18	5415	£10,868.05	£2,566.00	£3,420.00	£16,854.05	£13,483.24	£11,960.54
Nov-18	3597	£7,205.75	£2,057.30	£5,230.00	£14,493.05	£11,594.44	£300.00
Dec-18	4518	£9,057.95	£2,899.30	£3,850.00	£15,807.25	£12,645.80	£150.00
<b>CY Total</b>	<b>81236</b>	<b>£163,029.65</b>	<b>£36,846.40</b>	<b>£51,720.00</b>	<b>£251,596.05</b>	<b>£201,276.84</b>	<b>£68,350.53</b>
Jan-19	4707	£9,433.00	£2,760.40		£12,193.40	£9,754.72	£55,000.00
<b>TOTAL</b>	<b>238400</b>	<b>£479,922.90</b>	<b>£43,204.40</b>	<b>£156,820.00</b>	<b>£679,947.30</b>	<b>£543,957.84</b>	<b>£244,753.04</b>

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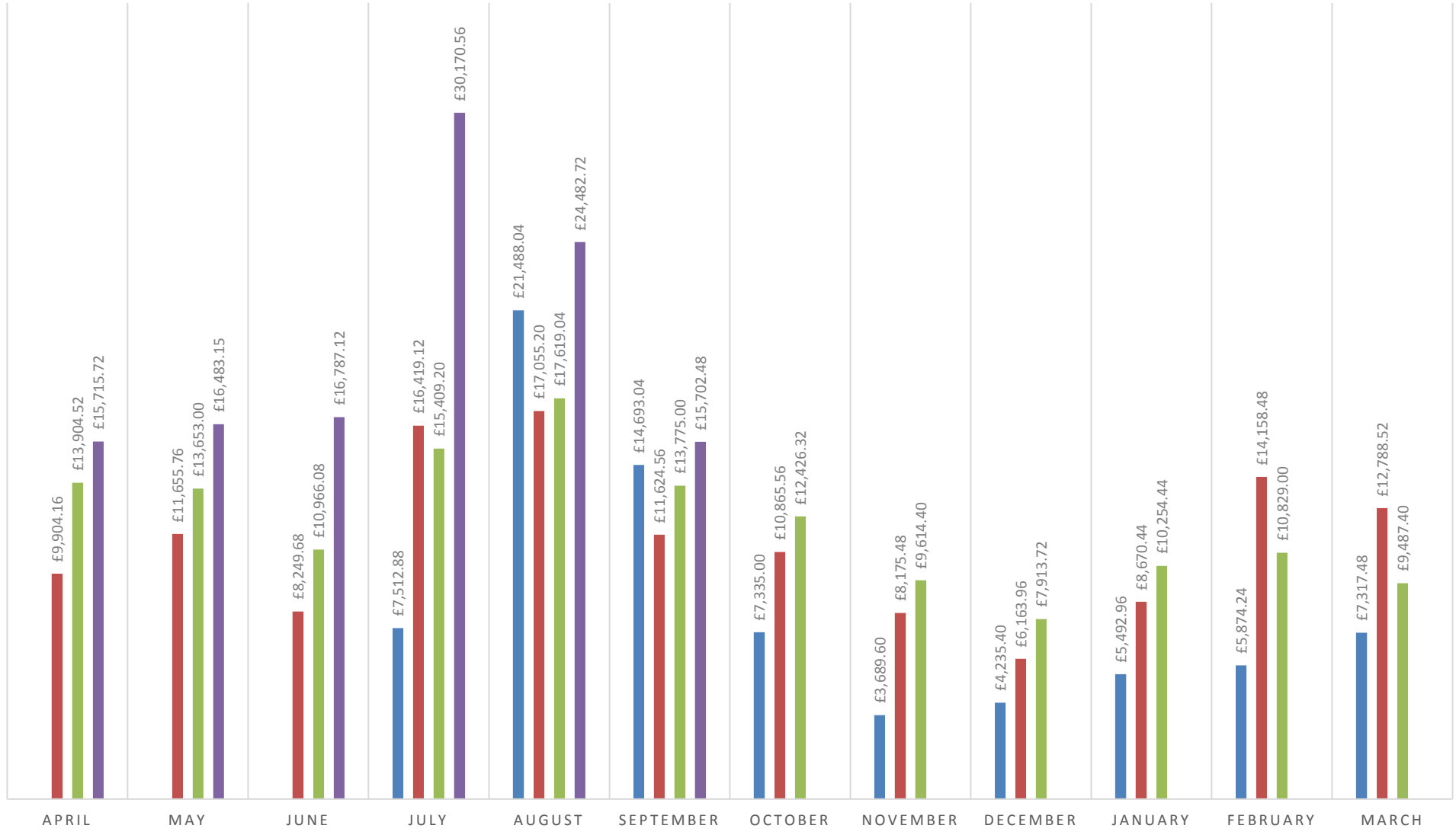
CY – Calendar Year, FY – Financial year

# Income



# INCOME COMPARISON BY MONTH

■ 15/16 ■ 16/17 ■ 17/18 ■ 18/19





**Appendix E- Comparison Photos  
Before**



**Access Road to John Muir Country Park Linkfield Car Park**

**After**





**Yellowcraig Car Park Surface**



2018/08/21



**Gullane Bents Car Park Internal Road**



2018/08/21



**Longniddry No 3 Parking Surface**



**Longniddry No 2 Toilets**





**Longniddry No 3 Toilets**



Date	Performance Monitoring / Inspection Reports	Other Reports / Reports Requested by Members
27 February 2019	Performance Indicators Q3 2018/19 Public Protection Annual Report 2017/18 Local Government Benchmarking Framework 2017/18	Economic Development Strategy Major Events – Update Coastal Car Parks Review – Update Planning Service (performance / community engagement / economic development / enforcement)
12 June 2019	Performance Indicators Q4 2018/19 Customer Feedback Annual Report 2018/19 Key Performance Indicators 2018/19	Update on Social Care Charging Contact Centre Update Update on Instrumental Music Instruction ( <i>Impact of Charges</i> )