

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

**THURSDAY 15 JUNE 2023
VIA A DIGITAL MEETING FACILITY**

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Committee Members Present:

Councillor L Jardine, Convener
Councillor R Bennett
Councillor D Collins
Councillor J Findlay
Councillor N Gilbert
Councillor S McIntosh

Other Councillors Present:

Councillor Bruce
Councillor Hampshire
Councillor McFarlane

Council Officials Present:

Ms L Brown, Executive Director for Education and Children's Services
Ms L Byrne, Head of Children's Services and Chief Social Work Officer
Ms M Ferguson, Head of Corporate Support
Ms S Fortune, Executive Director for Council Resources
Mr P Grant, Service Manager – Property Maintenance
Mr C Grilli, Head of Governance
Ms A Hood, Team Manager Education and Employability
Ms N McDowell, Head of Education
Ms W McGuire, Head of Housing
Mr T Reid, Head of Infrastructure
Ms S Saunders, Head of Communities and Partnerships
Mr G Stewart, Policy Officer
Mr P Vestri, Service Manager – Policy, Improvement and Partnerships
Ms F Wilson, Chief Officer – ELHSCP

Clerk:

Ms L Gillie

Apologies:

Councillor L Menzies
Councillor C Yorkston

Declarations of Interest:

None

1. MINUTES FOR APPROVAL – PPRC, 15 December 2022

The minutes of the meeting of the Policy and Performance Review Committee of 15 December 2022 were approved

It was highlighted by the Clerk that the minutes have Councillor Jardine recorded as Depute Convener this will be amended to Convener

Decision

Minutes approved

2. Q4 2022/23 PERFORMANCE INDICATORS

A report was submitted by the Executive Director for Place to provide Elected Members with information regarding the performance of Council services during Q4 2022/23. Gary Stewart, Policy Officer, presented the report, and provided a brief overview in relation to the January to March timeframe. Mr Stewart reported that the number of new homelessness cases rose from 155 to 194 which was a rise in number compared to the same period last year. He highlighted that the average number of days to re house homeless cases also increased and is out with the target. This, Mr Stewart explained, was due to the focus being on rehousing long standing cases and the need for apartments and larger properties. Homelessness assessments completed in under 28 days was also noted to have declined during the quarter, but Mr Stewart commented that this is still above the 80% target. Mr Stewart advised that visits to recycling centres are below the quarter target of 125,000, but that visits had increased during the quarter and the year to date target has been exceeded. Mr Stewart noted that this could be due to the current economic conditions. It was also noted that Universal Credit claims have increased slightly against the Scottish average.

Mr Stewart continued by referring to the increase in sport centre visits which have increased and are above target. The annual number of visits has also increased and the quarter 4 figures show an upward trend. He informed the Committee that access to swimming pools had increased and was just below target. Annual number of visits are lower than target but Mr Stewart explained that since the pandemic pools have not reached the annual target but that the trend is increasing. Mr Stewart also highlighted that there has been an improvement in quarter 4 in the length of time taken to process new housing benefit claims from 25 to 22 days and the annual figure is within target, the change in circumstances has also improved with the annual figure being on target. Business rates collection was reported by Mr Stewart to be on target, while council tax collection rates exceeded the annual target helped in part by the £150 cost of living payments. Rent arrears have increased and Mr Stewart commented on the council taking a balanced approach in dealing with this as many tenants continue to face financial pressures. Finally Mr Stewarts stated that it was worth noting that the number of invoices paid on time has improved in quarter 4 from 78% to 83%.

Councillor McIntosh commented on the homelessness figure going up even though the eviction ban is still in place. She continued by questioning whether an upsurge in cases is likely after the ban ends and whether the Council should be preparing for this. In response Wendy McGuire, Head of Housing, stated that once the ban is lifted it is likely that there will be an increase in cases. Ms McGuire advised that this will be due to a number of factors including an increase in domestic abuse cases, the rising cost of living and the continuing impact of the pandemic. She informed the Committee that they are working closely with their housing partners to find a way forward

In response to a question from Councillor Findlay about the social housing being built in the county and whether it was being flexible enough to meet demand Ms McGuire confirmed that they are doing all they can to accommodate the demand. She advised that the Council was a

strategic housing provider and responsible for setting out what they expect the housing mix to be to meet identified need. Ms McGuire continued by saying that what the mix and house type will be is agreed at the outset with private developers. She informed the Committee that there is a stock of 9,000 council properties with a high sustainment level and a turnaround of only 500 properties per year and therefore meeting demand is really challenging.

Responding to a request from Councillor Jardine for further details about the rate of children in foster care Lindsey Byrne, Head of Children's Services and Chief Social Work Officer, informed the Committee that there were currently 67 children in foster care. She commented that this is lower than the national average. Ms Byrne outlined that this could be due to a shortage of foster care places available but also a result of the work being done to reduce the number of children coming into care in the entirety. Ms Byrne also stated that the increase in the number of children in kin care also had an impact on foster care places.

Fiona Wilson, Chief Officer – ELHSCP, responded to Councillor Jardine's question about the reduction in hospital admissions and how East Lothian compared with other areas by advising that the challenge is around the providers within East Lothian and the use of external providers which makes packages more fragile. Ms Wilson noted that in recent years they are seeing an increase in in-house providers, she highlighted that these are at a higher cost but that they are also less fragile. She advised that this was a strategic decision that was made to support people to remain at home, switching the balance of care. Ms Wilson offered to get further information of a comparison with other areas.

In response to a question from Councillor Jardine about the potential for delayed discharge Ms Wilson confirmed that there is no issue with delayed discharge. She advised that they saw a rise in the last quarter but that they were back to low delays. Ms Wilson stated that performance on a national level is good and they are leading against other Lothian partnerships.

Replying to an enquiry from Councillor Jardine about when the purchase to pay system rollout would be completed Sarah Fortune, Executive Director of Resources, advised that the project has been ongoing for around a year and a half and that they are making progress. Ms Fortune advised that they are hoping to see some improvements during 2023 / 2024 but informed the Committee that although they have commitment to roll out the new system it isn't going to happen this financial year and may take two to three years. In response Councillor Jardine requested that an update on where they were with the project be included in future reports.

Councillor McIntosh commented that it was encouraging to see the number of pool visits increased even though one pool had been closed for a while and noted that this shows that health wellbeing are still important to people within the county.

Councillor Jardine congratulated officers for the positive nature on some of what has been presented especially on the housing benefit processing time and council tax and business rate collection during a period of financial insecurity.

Decision

The Committee agreed to note the report.

3. 'TOP 50' COUNCIL PLAN AND ANNUAL PERFORMANCE INDICATORS

A report was submitted by the Executive Director for Place to present to the Committee the 2022 – 2027 'Top 50' Council Plan Indicators. The report was presented by Mr Paolo Vestri, Service Manager – Policy, Improvement and Partnerships, who highlighted that the Committee had previously looked at a draft in December last year and that the final set of indicators was approved in February of this year. Mr Vestri informed the Committee that a Top 10 of indicators

have been detailed in the report. He informed the Committee that this is the first report coming to Committee and that all of the data is not available at this point as some indicators in the top 50 rely on annual data. Mr Vestri explained that another update will be provided towards the end of the year. He advised that this is therefore a partial update report of the top 50 where the data could be provided up to March of this year. Mr Vestri also informed the Committee that annual indicators have also been added into the report and that these are listed in appendix 2.

Mr Vestri highlighted some of the key indicators from the report including the 3 indicators of quality and inequality. He advised that child poverty is up slightly in the latest report received but stated that it was worth noting that the figure is still below the Scottish average. Mr Vestri also highlighted the 2 indicators relating to climate change and explained that these are new indicators and they do not have targets for them yet. Hanna Lundstrom, Sustainability and Climate Change Officer, is working on targets and these will be available going forward. Other indicators mentioned by Mr Vestri were the growing our economy indicators and it was noted that these are being reviewed and new indicators will be developed as the new economic strategy is adopted. Growing people indicators were also commented on with a slight improvement in the number of young people receiving after care and Mr Vestri noted that this was below target. Mr Vestri informed the Committee of a new indicator on the number of referrals going through single point of access, it was highlighted that this needs further development. Mr Vestri stated that the growing communities indicator was worth noting and that the number of affordable housing completions has increased from last year. Another relatively new indicator mentioned by Mr Vestri was the number of online transactions completed and he advised that this is a new development where targets will increase as more and more services become available through the online portal. The final indicator highlighted by Mr Vestri was that the percentage of income due from council tax was on target. Mr Vestri commented on how this was a very successful year particularly considering the cost of living and the impact of COVID.

Of the annual indicators Mr Vestri reported that the percentage of dwellings meeting Scottish Housing Quality Standard had increased. He also highlighted a new annual indicator of Connected Communities activity and volunteering and informed the Committee of a new Community Learning and Development Strategy which in place, part of which is to increase volunteering.

Councillor Findlay asked about the number of year-end non-compliant fire safety and licensing installations and stated that he sits on the Licensing sub Committee where they are very strict with private landlords. He asked for reassurance that East Lothian Council would be compliant very soon. Paul Grant, Service Manager – Property maintenance, thanked Councillor Findlay for the question and confirmed that he could give reassurance about the council stock. Mr Grant explained that in 2021 the regulator had included interlinked smoked detectors into the Scottish Housing Quality Standards (SHQS) and that due to issues accessing properties during the pandemic the SHQS levels declined significantly for East Lothian Council along with peer authorities. Mr Grant informed the Committee that they have now recommenced compulsory access arrangements where access can be ultimately forced to carry out necessary works. He advised that by the end of the month he fully expects that all properties will be compliant

Councillor Gilbert commented on the section headed Improve the Condition, Energy Efficiency And Management Of Housing Stock but noted that there is no mention of energy efficiency in the results in the report. He asked if it would be possible to have an indicator to show what percentage of housing stock meets energy efficiency standards and queried whether this should be shown under climate change. Paolo Vestri informed the Committee that this is a general heading in relation to housing stock and stated that he was not aware of a specific indicator of energy efficiency. Mr Vestri advised he will look at it for the future. Mr Grant

commented that there are various methods that could be used to show energy efficiency standards and confirmed that he would be happy to go away and report on the figure as he did not have answer to hand.

In response Councillor McIntosh pointed out that there is mention in the report of the percentage of homes that are energy efficient. She advised that it currently stands at 90.9% and that the target is 100%. Councillor McIntosh commented that she agreed with Councillor Gilbert but advised that she would prefer that the targets to be kept under the service headings. She explained that she believes that all service areas should know what the targets are and stated that it is not just the responsibility of the Sustainability and Climate Change Officer.

In response to a question from Councillor Jardine on whether when the first indicators talks about average income this is local or national income Mr Vestri confirmed that it was a national average.

Replying to Councillor Jardine request for additional information on the apparent reduced success rates of employability programmes Alison Hood, Team Manager Education and Employability, confirmed there was a significant increase in those attending against the number getting a job. Ms Hood stated that the participation versus outcome was a factor for her and also noted that there have been funding changes with some funding ending. She went on to explain that it takes longer to support people with multiple barriers into appropriate destinations.

Mr Grant responded to a question from Councillor Jardine on housing quality standards and whether we would ever meet the 100% target and if so what the timescale was. Mr Grant advised that we would not reach the 100% target and that he believed we never should. He explained that the SHQS is a repairing standard and that any property can fail at any time. Mr Grant advised that the underlying figure is around 99% but that they are endeavouring to increase that. Mr Grant concluded that we will always be somewhere upwards of 99% but never 100%.

Councillor Jardine asked about anti-social behaviour cases and questioned what has led to the improved performance she also requested a rough idea of the figures involved. Sharon Saunders, Head of Communities and Partnerships, responded by advising that she had no data to hand but that the Police, Fire and Safety Committee Meeting would be held soon and that the police and the community team report on activity and the nature and volume of cases. Ms Saunders confirmed that she would be happy to supply the information after the meeting and that the papers for the meeting would be in the public domain soon.

Councillor McIntosh commented that she had noticed a lot of welcome progress with the substantial increases in adults and children taking part in the connect communities activities. She also made comment on the bus routes and there being the same number of routes and journeys. She noted however that she knew that Lothian are introducing changes and that some people will have their journeys disrupted, having to take 2 buses instead of 1. Councillor McIntosh advised that she did not feel that the measure captures how people who take buses feel or the disruption caused.

Tom Reid, Head of Infrastructure, responded by explaining that the pandemic had put significant pressure on private bus companies. He commented on the achievement of keeping some routes running and the huge amount of work going into maintaining service provision but stated that he understood the concerns and that he was happy to work offline where individuals are effected.

Sharon Saunders informed the Committee that she had checked and the Police, Fire and Safety Committee Meeting would be held on 21 June. She further advised that the papers for this meeting should already be in the public domain.

In response to Councillor McIntosh's comment about bus routes and how the indicators impact on communities Councillor Jardine reminded members that the Top 50 indicators are reviewed regularly and that they do have the opportunity to select things that make more sense of what it is like to live in East Lothian.

Decision

The Committee agreed to note the report

4. LOCAL GOVERNMENT BENCHMARKING FRAMEWORK 2021/22

A report was submitted by the Executive Director for Place to present the Local Government Benchmarking Framework 2021 - 22 to the Committee. The report was presented by Mr Paolo Vestri, Service Manager – Policy, Improvement and Partnerships, who advised that this is an annual report and that it is always a year out of date. Mr Vestri explained that the report relates to data from 2021 – 22 and covers 9 service areas. He commented that the framework has evolved over time and that it started with 50 indicators and it now has over 100 and that new indicators had been added this year relating to corporate issues. He advised that it was worth remembering that 21 – 22 was the second year of the pandemic and highlighted that the Scottish Qualifications Authority's external assessment of coursework impacted on the results reported. He commented that there was a need to be careful when looking at the results and making comparisons.

As well as producing the data Mr Vestri Informed the Committee that the improvement service provided a very detail report, this report is available using the link provided. Mr Vestri noted that this report highlights a lot of the key issues in the background that impact on the performance indicators. He stated that COVID had been a big impact but also noted that some services had their budgets protected while some did not and therefore they show a reduction in spending over the last few years. Mr Vestri advised the Committee that care needed to be taken Interpreting the data especially in relation to costs where low costs are seen as better and ranked as 1 but other services performance / satisfaction ranked as 1 means you are the best. He also advise the Committee that there was a lot of comparable data with other local authorities.

Mr Vestri advised that in relation to performance for 2021 – 2022 compared to last year a table in the report shows the number of indicators that have improved, remained the same and declined. He stated that the report also highlights the number of indicators where there was a marker improvement, such as the cost of collecting council tax. Mr Vestri informed the Committee that he was happy to answer any questions and noted that during the pre-meeting it was agreed that due to the complexity of the indicators it would be useful to the give the members a briefing to provide more detail than could be covered during the Committee. Mr Vestri confirmed that this will take place at the end of November or beginning of December.

In response to a request from Councillor Jardine for some context around the cost per primary school pupil in particular which she commented seems to be below the national average Nicola McDowell, Head of Education, advised she would need to come back with a response

Sarah Fortune, Executive Director of Resources, advised that in broad terms this was linked to the fact that the number of pupils in all classes is maximised and that there is one of the highest teacher / pupil ratios and noted that they are as efficient as they can be. Ms Fortune concluded that she is happy for Ms McDowell and the team to work with finance and to come back to the Committee with more detail.

Councillor McIntosh commented that she would not see low cost as a good thing in itself. She continued by saying that she would see it as investment and not a cost although noted that she realised in terms of a budgets it is a cost. Councillor McIntosh requested clarification on whether being ranked first meant East Lothian are the lowest in Scotland as she would find this of concern. Mr Vestri confirmed this to be the case but said that the satisfaction and performance indicators should also be looked at.

Councillor Jardine commented that the limited number of questions on this item highlighted the need for members to have a briefing so that they have a better understanding of how the report works.

Decision

The Committee agreed to note the report.

5. CUSTOMER FEEDBACK REPORTING 2022/23

A report was submitted by the Executive Director for Place to present the Customer Feedback Report to the Committee. The report was presented by Mr Carlo Grilli, Service Manager – Governance, who advised that the report sets out the use of council complaints handling procedure for 2022-23. Mr Grilli informed the Committee that after last years' PPRC and members feedback around education this has now included, in particular around additional support needs complaints. Mr Grilli highlighted that property maintenance received 48% of all stage 1 complaints and that the key theme were around communication, particularly not keeping tenants updated together with overall repair times. He also highlighted customer services who received 51 compliments, which is 20% of all compliments received whilst at the same time complaints remained low. Mr Grilli explained that this was attributed to dealing with complaints quickly by offering solutions to customers' satisfaction.

Mr Grilli asked that Members note the report and consider areas for further consideration.

Councillor Jardine asked whether a response rate of 18 out of 129 customer satisfaction surveys was seen as a particularly low return rate, and whether there was a trend for those who on completion had their complaints upheld and those who did not. Mr Grilli acknowledged that it was not the best return rate and advised that it has been slightly higher previously. He commented that it was difficult to get people to come back and complete the surveys. In response to Councillor Jardine's query about the difference in response rate from those who did and did not have their complaint upheld Mr Grilli advised he would have to come back to provide the information.

Councillor Jardine commented on how the complaint handling process continues to capture important data and stated that she feels it is important to highlight the importance of promoting the complaint process as a positive opportunity to learn and improve. She noted that when complaints are picked up and resolved it was good to see lessons learned and stated that she hopes seeing this in a report gives people confidence in the complaints process.

Decision

The Committee agreed to note the report.

6. FOSTERING UPDATE REPORT

A report was submitted by the Executive Director of Education and Children's Services to present the Fostering Update Report. Lindsey Byrne, Head of Children's Services and Chief Social Work Officer, presented the report and started by saying that they are very proud of the

services provided. She advised that foster carers are supported by a dedicated fostering team, have their own social worker, can access training and development opportunities and that carers support groups are held. She highlighted a national decline in the number of foster carers and stated that they are not able to maintain the number of experienced and skilled carers as many are moving towards retirement. Ms Byrne reported that as many local authorities are facing similar issues there is scope for a national or area based approach to foster caring to be considered as it would reduce competition between authorities trying to recruit from the same pool of people, this will be carried forward at national forums to see if there is support for this model. Ms Byrne commented that children's services are working hard but that there are still children and young people who are in need of a foster care place. This has led to there being no choice but to use independent agencies which means that the children / young people have to move out of the area. Ms Byrne advised that the report set out three areas to be considered. Firstly how carers are supported especially out of normal office hours and whether a more flexible system needs to be put in place, secondly how to attract new people as they are competing with larger authorities who have marketing budgets and finally foster carer fees which Ms Byrne advised it has been agreed to review. Ms Byrne concluded by emphasising the importance of the service and stating that she welcomed a chance to review and modernise the service.

Councillor McIntosh noted that the Council has 30 foster carers approved to take 2 siblings and asked what happens if there are 3 or more siblings. Ms Byrne advised that it is a priority for them to always try to keep siblings together. She explained that they would seek an amendment to a foster carers' registration to enable them to take more. She did note however that they do have to sometimes separate siblings particularly large family groups.

In response to a question from Councillor McIntosh about how many children need to move school when external agencies are used Ms Byrne advised that she did not have the figure but that she could provide the information at a later date.

Councillor McIntosh stated that she had seen posters relating to the recruitment of foster carers and asked if existing foster carers were involved in the process to encourage people to apply. Ms Byrne confirmed that they are involved and have previously created videos. She further commented that word of mouth is a strong way of recruiting and that refer a friend schemes where there is a financial payment and peer buddy systems to support new foster carers are all used.

Councillor Gilbert questioned the cost of using external agencies and asked about the difference in cost between East Lothian placements and external agency costs. He noted that this may be a question to be answered off line. Ms Byrne informed the Committee that external placement usually cost 1.5 times as much as East Lothian placements as admin costs need to be included for external agencies. She commented that this was not the best use of money and that it would not be used if they had the choice.

In response to a question from Councillor Gilbert about whether this extra cost for external agencies was being taken into account during the fee review Ms Byrne advised that they would not see an instant saving as they would not terminate placements immediately.

Councillor Jardine asked for information about the training and support provided for foster carers and whether there is any monitoring of this and the number of hours accessed. In response Ms Byrne explained that every foster carer has a training and development passport and that they are encouraged to keep track of their own training and development. She also advised that the individual social workers would have an overview of what the foster carers have done.

Councillor Jardine asked for an explanation of the 2 systems of payment for foster carers and asked for the rationale behind this. Ms Byrne informed the committee that existing carers were

given the choice when the new system was introduced and that moving forward the aim would be to have 1 system. Councillor Jardine asked if the decision the foster carers made on the payment system was due to them being self-employed and Ms Byrne confirmed that foster carers at the time chose the system that was best for them. She also stated that it is time to review the payment systems.

In response to a comment from Councillor Jardine about the number of foster care enquiries Ms Byrne advised that it would be helpful to see the people who have made an enquiry but have not moved onto the assessment stage. She further informed the Committee that it is said that you need to have 100 enquiries in order to get 5 new foster carers and this is not unique to East Lothian.

Councillor McIntosh stated that she welcomed where the Council is going with this report and commented on the importance of paying fairly. She also commented that it was great to see the work that is going into foster care and that the issues are not just East Lothian issues.

Councillor Jardine thanked Officers for the report, she also expressed thanks to the foster carers and commented that the value that carers make cannot be underestimated.

Decision

The Committee agreed to note the update.

7. LANDLORD PERFORMANCE REPORT

A report was submitted by the Executive Director for Place to present the Landlord Performance Report to the Committee. The report was presented by Wendy McGuire, Head of Housing. Ms McGuire started by making comment that she did not believe that the full Landlord Performance Report had been to Committee previously and noted the importance of the report as it gives a much fuller picture of how the service is performing. She continued by advising that she hoped that the report would provide re assurance that the service is actually doing well even though it receives one of the highest levels of complaints. The report provides information on performance in meeting key social housing charter outcomes. She requested that it be noted that there was a lag in the report as it was for the period 01 April 2021 to 31 March 2022. The Scottish Housing Charter sets out standards that the council should be achieving and also highlights aspect of the service which are working well and areas to improve.

Ms McGuire informed the Committee that the Council is required to submit an annual return to the Scottish Housing Regulator and that this is one of a range of requirements which also includes carrying out a customer satisfaction survey of tenants at least once every 3 year. She advised that Landlord Performance Report was required as part of an annual assurance statement to the regulator and that they are required to have the tenants involved in the development of the landlord report. In order to do this Ms McGuire advised that they work in partnership with East Lothian tenants and residents panel to produce the report and that they are seen as an exemplar in this regard. Ms McGuire listed some of the key performance measures in particular rent and value for money and the decision to not apply a rent increase due to the financial pressures on tenants and also rent collection including former tenant arrears during the challenging time. She informed the Committee that although there was a higher void rent loss associated with turnaround times this was not dissimilar to the national picture and that the void rent loss was below the Scottish average although re-let times are slightly about the national average. Ms McGuire advised that East Lothian has one of the best tenancy sustainment rates in the country but noted that a consequence of this was the number of properties that become available is very low. It was noted by Ms McGuire that the average response time for emergency repairs was 3.89hrs against the Scottish average of 4.16hrs.

She further noted that for non-emergency repairs there was a 20 day turnaround and the average was 9.82 days against the Scottish average of 8.7 days. Reference was made by Ms McGuire to the overall satisfaction with repairs of 90.39% whilst the Scottish average was 88%. Ms McGuire provided context for the comments by stating that just under 1,700 emergency repairs and around 21,000 were carried and a satisfaction rate of 90.39% was good. Ms McGuire then moved onto commenting on housing options and homelessness and stated that this was a hugely challenging area. She noted that they are working collectively across the region with Scottish Government to find a way to help with some of the challenges. In terms of context Ms McGuire advised that there are around 9,000 properties and they have 3,700 on the waiting list. The tenancy sustainment rate is 94% and there are 60 homeless applications per month although it has been slightly higher this year. She explained that allocating all the turnover properties to homeless allocations would not meet the need.

Ms McGuire commented that although there was room for improvement she hoped the Committee was reassured that performance is really good and they are doing really well in comparison to some of their peers. Really important to note the challenges of the last two years particularly the impact COVID on the service and trying to catch up on repairs in addition to trying to meet some of the energy efficiency and climate change challenges. She also highlighted the impact of the construction sector and the increase in demand and cost for materials and shortages of labour which affects the Councils delivery of affordable housing. She concluded by noting the hard work and commitment of the team in ensuring the service are ran as smoothly as possible.

In response to a request from Councillor Jardine Councillor Jardine about a need to understand the timeline from submitting information to the regulator Ms McGuire advised that the timeline is 31 October and commented that she would aim to provide as up to date a report as possible.

Councillor Jardine commented on the amount of detail in the report and the extent to which they can be assured that tenants are getting a good quality service. She congratulated the team for continuing to provide really well.

8. WORK PROGRAMME – SESSION 2023/24

Mr Paolo Vestri, Service Manager – Policy, Improvement and Partnerships, advised that there was a PPRC Committee meeting in December and stated that it may be possible to bring the 2022 – 23 Landlord Report to that meeting.

He highlighted other updates as the Local Government Benchmarking Framework Report for 2022 – 23 and commented that they would try to bring this report to either the March or June meeting next year depending on when the report is published by the Improvement Service. He noted a report to be added in for the June meeting as the Top 50 Annual indicators and also the Customer Feedback report for 2023 – 24.

Mr Vestri enquired from the members if they would like any additional reports to come to the Committee.

Councillor McIntosh requested information the use of Glycosphate in the County and stated that she has had conversations with officers and was aware of an effort to reduce its' use. She stated that she felt it would be useful to get a report that the public could see details such as how much is used, is it being reduced and what is our policy on its' use. Tom Reid, Head of Infrastructure, advised that he would look at this off line. He highlighted that they were short of resources at this time as it is peak period for amenities and asked if the Committee could bear with him.

In response to Mr Reid's comments Councillor Jardine stated that they did not want to overburden any particular teams and that they recognised seasonal pressures.

Councillor Jardine commented that since MPF4 was passed through parliament principles of it have been applied and she would like to see how we are bridging the time the between MPF4 and LDB2 so that they could see specific guidance for support for developers and how these elements have been interpreted and applied.

In response Lesley Brown stated that as Douglas Proudfoot, Executive Director for Place, was not at the Committee this would be taken for discussion on how it would form part of the work plan for the Committee.

Decision

The Committee agreed to note the work programme and the emerging reports under consideration as a result of the meeting of the PPRC.

DRAFT

Signed

Councillor Lyn Jardine
Convener of the Policy and Performance Review Committee

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 21 September 2023

BY: Executive Director for Place

SUBJECT: 2023/24 Q1 Performance Indicator Report

2

1 PURPOSE

- 1.1 To provide Elected Members with information regarding the performance of Council services during Q1 2023/24 (April – June 2023).

2 RECOMMENDATIONS

- 2.1 Members are asked to note the report and otherwise use the information provided in this report to consider whether any aspect of the Council's performance is in need of further analysis and to agree any new or replacement performance indicators.

3 BACKGROUND

- 3.1 The Council has an established set of Key Performance Indicators to help monitor progress towards the outcomes contained in the Council Plan and East Lothian Plan. The indicators are updated on a quarterly basis and the results are reported to the Policy & Performance Review Committee. Appendix 1 provides the results of the Key Performance Indicators for Q1 2023/24.
- 3.2 The format of the report in Appendix 1 has been refreshed to include a new scorecard charting feature available within the Inphase Performance Management System. This allows a trend line to be shown against each indicator. There are also proposed changes to a number of existing measures and the addition of new quarterly measures to be reported from Q2 onwards. This includes four new quarterly measures relating to Criminal Justice, a new indicator of client financial gains achieved by the Financial Inclusion team and adjustments to two existing indicators of Other Waste and Green and Beach Waste recycled. Further details of the proposed measures and changes can be found in Appendix 2.

3.3 The following Q1 indicators may be of particular interest to members:

- **Homelessness** (CH01, CH02 & CH03) – The number of new cases has increased slightly in Q1 to 199 although still just within the target of 200. Average number of days to re-housing from temporary accommodation has reduced from 455 (Q4) to 436 (Q1). Homelessness assessments completed in under 28 days has decreased to 88.4%, but is still above the target of 80%.
- **Sports & Pools Attendance** (SCL_SD01 & SCL_SD02) – The number of attendances at indoor facilities decreased from 137,381 in Q4 to 101,110 in Q1. Indoor facilities figures remain below pre-pandemic levels of attendance. In terms of seasonality, there is an expected decrease in visits in the first quarter during the summer term. Pool attendances also reduced in Q1 to 74,880. This has been mainly due to the pool closure at Loch Centre, Tranent.
- **Child-Protection Register (CS02)** The percentage of children on the Child-Protection register for more than 6 months increased from 36% in Q4 to 47% in Q1. There are 38 children on the child protection register, with 18 on the register for more than 6 months. Figures have gradually increased since 2021 and Q1 is the highest recorded figure since 2019.

There are a number of factors impacting on this indicator. The ongoing consequences of COVID-19 is impacting on capacity of parents to make and sustain positive changes. Also, the performance of Scottish Children's Reporter Administration in making decisions will affect the length of time a child / young person may remain on the child protection register. New child protection guidelines state that the first review of registration should take place after 6 months (with the exception of pre-birth which will remain at 3 months). This will result in most children remaining on the register for a longer initial period of time.

- Two **Business Gateway Start up** indicators show improvement on the position reported in the same quarter last year. The number of Business Gateway Start Ups (EDS1-B01) increased from 21 in Q1 2022/23 to 50 in Q1 2023/24 and the number of jobs created by start-ups assisted by Business Gateway (EDS1-B11) increased from 24 to 37.
- **Housing Benefit Process Times** (BEN01 & BEN02) – Average time (days) to process new Housing Benefit claims reduced from 22 (Q4) to 18.9 in Q1 against a target of 26 days. Processing times for changes in circumstances increased to 4.88 but remains within target.
- **Council Tax Collection / Business Rates** (Rev06 & Rev07) – Business Rates collection is at 19.02% in Q1 against a target of 17.04%. Council Tax collection rate is 27.8% against a target of 28.2%. Estimates show that 649 new properties will likely be added to our property base in 2023/24.

- **Tenant Rent Arrears** (Rev08) – Current tenant rent arrears have reduced from £1.293M (Q4) to £1.165M (Q1). The quarter included the rent charge break.

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: 2023/24 Q1 Performance Indicators
- 7.2 Appendix 2: Proposed New & Replacement Indicators


AUTHOR’S NAME	Paolo Vestri / Gary Stewart
DESIGNATION	Service Manager / Policy Officer
CONTACT INFO	pvestri@eastlothian.gov.uk / gstewart1@eastlothian.gov.uk
DATE	08/09/2023

Appendix 1 - Council Plan Quarter Performance Report - Quarter 1






Growing Our Communities

Measure	Previous Year	Previous Quarter	Actual (30 June 2023)	Target	RAG	Trend	Actual
RS01 Street lighting - repairs - average time in days	2.94	2.81	1.5	5	★	↕	
<p>Latest figure shows 99.5% of the network was operational during the first quarter of the year. Investment in LED lighting has greatly increased reliability of our system.</p>							
RS02 Traffic lights - average time to repair failure (hours:mins)	45.31	14.06	21.59	48	★	↘	
CH01 Number of new homelessness cases	154	194	199	200	●	↘	
<p>The number of homelessness cases continue to increase compared with the previous quarter – this is reflective of the wider national picture. We will continue to monitor this and assess associated impacts.</p>							
CH02 Average number of days to re-housing from temporary (homeless) to permanent accommodation	480	455	436	300	▲	↕	
<p>This figure has decreased slightly this quarter and is a reflection of the increase in allocations to homeless households and the work to convert tenancies from temporary to permanent accommodation</p>							
CH03 % homelessness assessments completed in under 28 days	86.0	92.0	88.4	80.0	★	↘	
<p>This is a reduction in performance from the previous quarter, although the overall figure still remains well above the target of 80%. Increases in homeless presentations and associated case work will have an impact on assessment times. External factors also play a large part in the assessment process and subsequent decision times.</p>							
EH01 % Food Hygiene high risk Inspections achieved		100.0	100.0	100.0	★	→	






Measure	Previous Year	Previous Quarter	Actual (30 June 2023)	Target	RAG	Trend	Actual
EH02 % of Food Standards high risk Inspections achieved	0.0	100.0	100.0	100.0	★	➡	
EH04 % Food Law Rating System high risk Inspections achieved	100.0	100.0	100.0	100.0	★	➡	
<p>There was 52 high risk FLRS premises due to be inspected this quarter, but 7 of these businesses were closed for various reasons. The teams' priorities remain high risk food premises and approved food premises.</p> <p>Food Standards Scotland/Scottish Government hosted an officer event in relation to the SAFER project (Scottish Authorities Food Enforcement Rebuild) in late March 2023. However, LA's have not had any recent feedback from these respective bodies with regards to this project, and what this will mean for Food Services within Scotland.</p> <p>The draft E.coli outbreak report has still to be sent to members of the IMT (Incident Management Team), of which Environmental Health is an essential part of this team.</p>							
SCL_AS01 Percentage of Other Waste Recycled	100.0	100.0	100.0	100.0	★	➡	
SCL_AS02 Percentage of Green Waste & Beach Waste Recycled	100.0	100.0	100.0	100.0	★	➡	
SCL_AS03 Number of Flytipping incidences	79		132	88	▲		
T&WS11 Number of vehicles accessing recycling centres	137043	118614	142790	125000	★	✔	
<p>The number vehicle visits has increased in Q1 compared to the previous qrt and also above target.</p>							
HSCP_CJ01 Percentage of Community Payback Orders successfully completed	71.0	71.5	62.5		!	✖	

Measure	Previous Year	Previous Quarter	Actual (30 June 2023)	Target	RAG	Trend	Actual
HSCP_CJ01b Number of Community Payback Orders	38	55	42				

Growing Our Economy



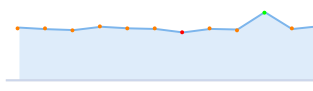

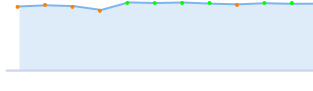

Measure	Previous Year	Previous Quarter	Actual (30 June 2023)	Target	RAG	Trend	Actual
EDSI_B11 Number of jobs created by start ups assisted by Business Gateway	24		37		!		
EDSI_ELW02 Percentage of the population claiming Out of Work Allowance (JSA / Universal Credit)	2.2%	2.5%	2.3%	2.8%	★	↓	
EDSI_B01 Number of Business Gateway-Start ups	21		50		!		
EDSI_B02 Percentage of Business Gateway-Start ups that are trading after 12 months	78%		80%		!		
LPS01 % spend with contracted suppliers	85.4%	85.2%	78.4%	80.0%	●	✗	
<p>Within the overall spend figure there are elements that are not influenceable by procurement, e.g. they relate to spend with suppliers for developments rather than spend via procured contracts, for example new Affordable Homes, etc. If these items were not included in the overall total spend, then contracted spend percentage would increase to 85%</p>							

Growing Our People

Measure	Previous Year	Previous Quarter	Actual (30 June 2023)	Target	RAG	Trend	Actual
CS01 Average number of Placements for looked after children	1.7	1.8	1.7			🟢	
<p>Placement stability is a key factor in positive outcomes for young people. The average number of placement moves remains stable. The rate is returning to pre covid levels</p>							
CS02 Percentage of children on Child Protection Register for more than 6 Months	23%	36%	47%			🔴	
<p>38 children on the child protection register, with 18 on the register for more than 6 months at the end of June 2023. Ongoing consequences of the impact of Covid meaning families are struggling with poor mental health, substance misuse and the effects of poverty and this is impacting on capacity to make and sustain positive changes.</p> <p>Two points to note in relation to children's names remaining on the register for more than 6 months. The first is the impact of the performance of Scottish Children's Reporter Administration. The % of reporter decisions within 50 working days was 17.6 % for Nov-Jan 2022/23. Feb- April 2023 has now risen to 52%. The impact of this in getting decisions and therefore convening grounds hearings in addition, the amount of time a child can remain on an interim order affects the length of time on the child protection register.</p> <p>The second point to note is the timescales for children's plans to be reviewed. The new child protection procedures state a review 6 months (Pre-birth 3 months) after the initial meeting. Therefore unless an early review is called we would expect to see an increase in this indicator over time given most first reviews will take place just after the 6 months. The need to change this indicator to make it more meaningful to reflect the child protection procedures and national practice may be helpful.</p>							
CS03 Percentage of children who are re-registered within a 12 month period	0.0	0.0	0.0			!	
CS04 Rate per 1,000 children in Formal Kin Care	1.8	1.6	2				
<p>Formal Kinship care is when a child or young person is looked after by family or friends under a looked after statute negating the need for foster care or residential care. The total in formal kin care of 42 children/young people is below the Scottish national average. However we have a further 80 children and young people who we support under an informal kin care arrangement. Of those 80, there are 57 children and young people whose families have been supported to take on a residence order (section 11) to remove the need for statutory measures. If these children were combined with those in formal kin care the rate per 1,000 would be more in line with the Scottish average. We are investing more resources in kinship care in line with The Promise.</p>							
CS05 Rate per 1,000 children in Foster Care	3.1	2.8	3.1				
<p>The number of children in foster care stands at 67. However the challenge to recruit and retain sufficient foster carers is ongoing as the service is now reliant on 16 external foster placements which are significantly more expensive. There is a significant shortage of foster care placements nationally. The East Lothian rate is below the Scottish average of 5.3.</p>							

Measure	Previous Year	Previous Quarter	Actual (30 June 2023)	Target	RAG	Trend	Actual
CS06 Rate per 1,000 children in Residential Care	1.8	1.8	1.8				
<p>There are 39 East Lothian young people in residential care. East Lothian has 12 places within two 6 bedded units. External placements are subject to regular review and scrutiny under the Prevent and Return project which is having a positive impact on the numbers and the life chances of young people. The enhanced tracking and monitoring of these young people is evidencing a slowdown in admissions to residential care however the large cohort of young people in continuing care and fostering recruitment difficulties means we have a lack of fostering resources to bring young people back from external residential placements at the levels we would like. The rate of 1.8 per 1,000 remains above the Scottish average of 1.5.</p>							
CS07 Rate per 1,000 children on Home Supervision	2.6	2.1	2.7				
<p>There are 58 children/young people on a Home Supervision Order. Independent reviewing officers continue to ensure plans are in place for these children at an early stage with a view to ensuring they are spending less time within the Children's Hearing system. The Scottish Children's Reporters Association (SCRA) is continuing the progress to resume hearings at pre COVID levels. The rate of 2.7 per 1,000 is below the Scottish average of 3.7.</p>							
HSCP AS01b Percentage of people aged 65+ with long term care needs receiving personal care at home	57.5	56.0	56.1		!	✓	
HSCP_01 Number of delayed discharge patients waiting over 2 weeks	3	1	2	0	▲	✗	
SCL_SD01 Number of attendances at indoor sports and leisure facilities	113440	137381	101110	130000	▲	✗	
<p>Number of visits to indoor sport facilities has decreased in Q1 and under target. Overall, attendances remain below pre-covid levels. In terms of seasonality, there is an expected decrease in visits in the first quarter during the summer term. Attendances gradually increases throughout the year from Q2 onwards.</p>							
SCL_SD02 Number of attendances at pools	108436	95111	74880	110000	▲	✗	
<p>Pool attendance reduced in Q1 and under target. This is mainly due to a pool closure during summer term.</p>							

Growing the Capacity of our Council

Measure	Previous Year	Previous Quarter	Actual (30 June 2023)	Target	RAG	Trend	Actual
BEN01 Average time in days to process new claims in housing benefit	30.76	22.00	18.99	26.00	★	↓✓	
<p>Average time (days) to process new Housing Benefit claims reduced from 22 (Q4) to 18.9 in Q1 against a target of 26 days. The implementation of a new performance management framework for the Financial Support Team has ensured a focus on continuing improvement in performance during an exceptionally challenging time. Ensuring a continued improvement in processing times by maximising claim automation and other planned service developments should help to improve performance further in the future.</p>							
BEN02 Average number of days to process a change of circumstances (Housing Benefit)	8.72	1.57	4.88	6.00	★	↓✗	
<p>Processing times for changes in circumstances increased to 4.88 but remains within target. The implementation of a new performance management framework for the Financial Support Team has ensured a focus on continuing improvement in performance during an exceptionally challenging time. Ensuring a continued improvement in processing times by maximising claim automation and other planned service developments should help to improve performance further in the future.</p>							
CF001 Percentage of invoices paid on time	83.3	83.0	87.7	90.0	●	↓✓	
<p>18,237 invoices paid on time from a total of 20,785 paid. Both the Creditors team and the P2P team are operating with reduced staff. The P2P team has reallocated resource to offer some support to Creditors and also to cover Purchase Cards administration, which means that the focus is predominately on operational work at the moment. However, a more narrow project focus will continue with the priorities of: PECOS improvements and increased usage; Purchase Cards monitoring and reduction of cards; implementation of Amazon Business Account.</p>							
EBS01 Percentage of first reports (for building warrants and amendments) issued within 20 days	95.2	88.4	93.7	95.0	●	↓✓	
EBS02 % of building warrants issued within 10 days from receipt of all satisfactory information	90.43	90.15	90.41	90.00	★	↓✓	
<p>This measure starts from the date of the last piece of information received in relation to an application, then checking it and on being satisfied issuing the warrant. The end point of the time period being the date we issue. The target timeframe is within 10 working days for all applications.</p>							
REV06 Business Rates in-year collection	15.5	98.6	19.0	17.0	★	↓✗	

Measure	Previous Year	Previous Quarter	Actual (30 June 2023)	Target	RAG	Trend	Actual
<p>Business Rates collection has been extremely strong in Q1. At end Q1, we had collected 19.02% of in-year Business Rates against a target of 17.04%. This high collection rate has been achieved in spite of working with temporary measures in place whilst we await significant software changes. These software changes, consisting of Small Business Bonus Scheme changes, Revaluation Transitional Relief and Parks Transitional Relief will be released on 18 August and Small Business Bonus Scheme Transitional Relief will likely be released mid-September. There is considerable work and testing to be carried out before these releases/patch can be installed in our Live environment so it is hoped that these changes can be implemented by end of September, at which time revised 2023/24 bills can be issued to ratepayers.</p>							
REV07 Council Tax in-year collection	29.8	97.6	27.9	28.2	●	↘	
<p>At end Q1, we collected 27.87% of current year Council Tax due, against a target of 28.19%, so we're just below our target. With an annual increase and 184 new properties being added in Q1, this is a good collection result. Estimates show that 649 new properties will likely be added to our property base in 2023/24. The volume of incoming work has remained consistently high in Q1, but in response, the team have worked exceptionally hard to manage this.</p>							
REV08 Value of current tenants rent arrears	937,042.0	1,293,901.3	1,165,659.1	1,293,901.3	★	↘	
<p>Current tenant rent arrears have reduced by £128,242.13 in Q1 - 9.91%. The target arrears position at end of the rent charge break was £1,293,901.27 (our end 2022/23 position) so well below the arrears target. Some restrictions are still in place around the legal process, and work continues to engage with and support tenants who are struggling to pay.</p>							

Appendix 2 - New and Replacement Indicators

Measure	Proposed action	Definition
JSW01 % of total JSW reports resulting in individuals being assessed for Diversion from Prosecution	new quarterly measure	The rate of Diversion from Prosecution (DfP) evidences the impact of JSW activity in terms of diverting individuals from the justice system, improving life chances, addressing inequality, and supporting access to services.
JSW02 % of Court cases in which the preferred option of a Community Sentence is imposed by the Court	new quarterly measure	The JSW report delivers a preferred option to the Court and the quality of the assessment and analysis (where custody is not inevitable) can be measured by the final sentence imposed. This data is a collation of overall outcomes, but more nuanced data can be provided, if required.
JSW03 Community Payback hours delivered as a % of the total hours instructed	Replace the 2 existing community payback order measures	This will identify capacity and attendance, showing the team's commitment to swift justice and completion within timescales.
JSW04 Number on remand or on sentences under 12 mths compared to number over last 12 mths	new quarterly measure	The focus on reducing the remand population and promoting the Presumption Against Short Sentences (< 12 months) will be evidenced – such time in custody impacts negatively on protective factors and does not reduce reoffending rates.
REV01 Value of Financial Gains Secured	Existing annual measure to change timeframe to quarterly	<p>The purpose of this indicator is to measure and report on the contribution the Financial Inclusion Team make and to identify the benefits the team deliver for their users, helping to assess and evidence the contribution the team make to reducing poverty and inequalities in East Lothian.</p> <p>The Financial Inclusion team offer assistance and advice in relation to entitlement to benefits, benefit checks, help completing application forms and advice on challenging unfair decisions, with a focus on maximising client and household income.</p> <p>Financial gain is the total amount of income generated for clients, per financial year, as a result of the intervention of the Financial Inclusion team. This includes any income to which clients were entitled but would not have received without the intervention of the team.</p>

SCL_AS01 Percentage of Other Waste Recycled	Existing quarterly measure to change timeframe to annual. Replace with an alternative quarterly measure	The service is following up and looking into the best indicator options.
SCL_AS02 Percentage of Green Waste & Beach Waste Recycled	Existing quarterly measure to change timeframe to annual. Replace with an alternative quarterly measure	The service is following up and looking into the best indicator options.

REPORT TO: Policy Performance and Review Committee

MEETING DATE: 21 September 2023

BY: Executive Director for Place

SUBJECT: Poverty and Equality Indicators

3

1 PURPOSE

- 1.1 To provide the Committee with a recommended set of Poverty and Equality Indicators.

2 RECOMMENDATIONS

- 2.1 The Committee is asked to approve the recommended set of Poverty and Equality Indicators and note that work is ongoing to develop baselines and targets for some of the indicators that are still in development and a first full annual report will be presented to committee when the data is available and then annually thereafter.

3 BACKGROUND

- 3.1 The 2021-2022 Council Improvement Plan included an action arising from the 2019/20 Annual Audit Report to improve its performance reporting 'so that it is easier for elected members and the public to evaluate performance across equalities'.
- 3.2 There is a close link between tackling inequality and tackling poverty and the Council's 2021-2025 Equality Plan is closely aligned to the 2021-2023 Poverty Plan. Therefore a suite of Poverty and Equality indicators has been developed to monitor progress with implementing the Plans' objectives and actions.
- 3.3 Appendix 1 provides the full list of Poverty and Equality indicators. There are a total of 53 mainly outcome-oriented indicators.
- Section A has 27 indicators that are included in the 2022-27 'Top 50' Council Plan Indicators.

- Section B includes seven indicators not included in the Council Plan Top 50 that track progress with Poverty Plan and Equality Plan actions.
 - Section C has an additional nine Equality Plan Indicators.
 - Section D has 10 Poverty Plan Indicators.
- 3.4 Where possible indicators will be analysed by protected characteristics such as age and sex. If data can be broken down at a ward or datazone level analysis it may be possible to further analyse some indicators to take account of socio-economic disadvantage.
- 3.5 Work is ongoing to develop baselines and targets for some of the indicators that are still in development. A first full annual report will be presented to committee when the data is available and then annual thereafter.
- 3.6 Also, the indicators will also be reported in future biennial Equality Mainstreaming and Outcome Reports the Council has to produce to report on progress in its Equality Plan.

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 is intended to aid this process.

5 INTEGRATED IMPACT ASSESSMENT

- 5.1 The subject of this report is not applicable to the well-being of equalities groups and an Impact Assessment is not required.

6 RESOURCE IMPLICATIONS

- 6.1 Financial – no direct financial implications associated with this report.
- 6.2 Personnel – no direct implications on staffing associated with this report.
- 6.3 Other – none.

7 BACKGROUND PAPERS

7.1 Appendix 1: Poverty and Equality Indicators

AUTHOR'S NAME	Paolo Vestri
DESIGNATION	Service Manager Policy, Performance and Organisational Development
CONTACT INFO	pvestri@eastlothian.gov.uk
DATE	7 th September 2023

Appendix 1: Poverty and Equality Indicators

A. Indicators included in the 2022-27 'Top 50' Council Plan Indicators

* indicators that where possible will be analysed by protected characteristics such as age and sex and/ or socio economic disadvantage

CP Ref	Indicator	Baseline 2021/22 / latest figure available	2027 Target
Reduce Poverty and Inequalities			
1	% of children living in households with less than 60% of median net household income after housing costs	18.9% (2021)	National target – less than 10% by 2030
2*	% of citizens who are say they are managing financially 'Very Well & Quite Well/ Not well' (Residents Survey)	50% / 8% (Dec 2021)	55% / 5%
3*	Claimants in receipt of out of work benefits (% of pop aged 16-64)	2.1% (Jul 2022)	0.5% below Scottish average (2.9%)
Growing our Economy (These indicators and targets taken from the current Economic Development Strategy will be revised following adoption of the new Economic Development strategy)			
7*	Job density – proportion of people of working age (16-64) in employment in East Lothian (to include part-time work data)	0.62	0.60
9*	Number of people participating in EL Works operated or funded employability programmes	723 (2022/23)	400
10*	% of people that have participated in Council operated/ funded employability programmes who have progressed into employment	30% (2022/23)	20%
11*	% participation rate for 16-19yr olds	93.2% (2022/23)	95%

Growing our People – Close the poverty related attainment gap			
16	To close the poverty related attainment gap between quintiles 1 and 5 for children in primary 1, 4 and 7 combined in literacy	30.0	27.6
17	To close the poverty related attainment gap between quintiles 1 and 5 for children in primary 1, 4 and 7 combined in numeracy	22.1	24.2
18	To close the poverty related attainment gap between quintiles 1 and 5 in the number of school leavers attaining one or more passes at SCQF level 5	39.6	19.1
19	To close the poverty related attainment gap between quintiles 1 and 5 in the number of school leavers attaining one or more passes at SCQF level 6	55.7	36.1
20	To close the poverty related attainment gap between quintiles 1 and 5 in overall school attendance	6.4	5.0
Growing our People – improve the life chances of children			
21*	The % of young people receiving After Care, for whom a destination is known, who are in a positive destination (i.e. Employment, Training or Education)	54%	60%
25*	Number of referrals of children and young people to the mental health services' Single Point of Access / number of cases closed	1,023 (Aug (2022 – May 2023)	To be determined
Growing our People – adults and older people			
27*	% of people with long term care needs receiving personal care at home (total / under 65s / over 65s)	65+ = 56% <65 = 83% All age groups = 61%	Increase % of 65+ with intensive care needs Maintain % of <65s with intensive care needs
29*	% of carers receiving respite via a Carers Support Plan – <i>under development as part of the Carers Strategy</i>	To be established	To be determined

33	% of adults able to look after their health very well or quite well (<i>Health and Care Experience annual survey</i>)	92.6%	Maintain at above Scottish level
Growing our Communities			
34*	Excluding Don't Knows, % of citizens 'Strongly Agree' / 'Tend to Agree' My Council is good at listening to people's views before it makes decisions (Residents Survey)	13% (Dec 2021)	50%
35*	% of citizens who say their neighbourhood is a 'Very Good' / 'Good' place to live (Residents Survey)	94% (Dec 2021)	95%
36*	Hours of volunteering recorded by Connected Communities – <i>under development as part of the Community Learning and Development Plan</i>	2,948 (2022/23)	To be determined
37	Number of affordable house completions and Open Market Acquisitions	196 (2022/23)	To be determined
40	Number of bus service routes and timetabled journeys	38 routes	To be determined
42*	% of citizens who feel 'Very Safe' and 'Fairly Safe' walking alone in their local area after dark (<i>Residents Survey</i>)	92% (2019)	92%
Growing our Capacity			
45*	Number of on-line form transactions completed on Council website/ Customer Portal	41,644	To be determined
46*	% of employees agreeing that the Council is a great place of work (Staff Survey)	83.8% (April 2023)	87.5%
47*	Staff absence - Days lost due to sickness absence (FTE)	9.54 (2022/23)	Below the Scottish average
49	Gross rent arrears (<i>all tenants</i>) as at 31 March each year as a percentage of rent due	5.8%	4.9%

B. Additional Poverty Plan and Equality Plan Indicators not included in the Council Plan Top 50

Poverty Plan (PP) / Equality Plan (EP) Actions		Indicator/ Measure	Baseline where available/ Source
PP	EP		
PP 1.2	EP 6	Gross Weekly Pay*	National data
PP 1.2	EP 6	% earning below the Living Wage*	National data
PP 3.4	EP 6	% of households in Fuel Poverty/ extreme fuel poverty	Local Housing Strategy
PP 5.1	EP 4.2	% of children in Primary 1 who are At Risk of being overweight or obese & % of children in Primary 1 who are Critical of being overweight or obese*	H&SCP
PP 5.1	EP 4	Early cause mortality/ premature mortality rates*	H&SCP
PP 5.1	EP 4	Life expectancy*	H&SCP
PP 7.6	EP 1.11	Number/ proportion of staff completed equalities elearning module	Equalities

C. Additional Equality Plan Indicators not included in the Council Plan Top 50

Equality Plan Action	Indicator/ Measure	Source
EP 3	Number of people assessed as homeless and tenancy sustainment of applicants who were assessed as homeless*	Housing
EP 5	Domestic abuse reports to Police Scotland	Police
EP 5	Number of Women referred to Women's Aid East and Mid Lothian	Public Protection
EP 5	Incidents of hate crime reported to Police Scotland	Police
EP 7	% of employees who agree with the statement 'I am treated fairly at work' *	2023 Staff Survey M – 84.7% / F – 89.2%
EP 7	% of employees who agree with the statement 'I feel able to disclose personal information such as religious belief, sexuality or any disability.' *	2023 Staff Survey M – 88.8% / F – 87.2%
EP 7.2	Mean Gender pay gap	4.15% (2021/22)
EP 7.2	Ethnicity pay gap	Human Resources
EP 7.2	Disability pay gap	Human Resources

D. Additional Poverty Plan Indicators not included in the Council Plan Top 50

Poverty Plan Action	Indicator/ Measure	Source
PP 1.4 / 1.5	% of workless households in East Lothian / Inactivity rate of working age individuals not in employment and not seeking work*	National data
PP 1.6	Number of learners participating in adult learning opportunities in Edinburgh College*	Edinburgh College
PP 2.1	Outcomes of CABx services*	CABx
PP 2.2 and 2.7	Outcomes of Financial inclusion Service and Macmillan Advice Service*	Financial Inclusion Service
PP 2.3	Uptake of Scottish Social Security Benefits	Scottish Social Security
PP 2.4	Uptake of Financial Inclusion pathways developed by NHS, including East Lothian Community Hospital advice service	NHS/ Musselburgh CAB
PP 2.5	Food provision to people in food insecurity	Friendly Food Network
PP 4.2	School exclusion rates*	Education
PP 5.1	Type 2 diabetes prevalence*	NHS
PP 5.5	New question in Residents Survey on social isolation*	Residents Survey

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 21 September 2023

BY: Executive Director for Education and Children's Services

SUBJECT: External Review of East Lothian Council's Child Protection and Safeguarding Policies and Procedures – Update on Progress

4

1 PURPOSE

- 1.1 To update PPRC members on the actions arising from the external review of East Lothian Council's Child Protection and Safeguarding Policies and Procedures, carried out by His Majesty's Inspectors of Education from Education Scotland between May and September 2022 and published on 8 March 2023 (available in the Members' Library, Ref: 24/23, March 2023 Bulletin, [Agendas, reports and minutes | East Lothian Council](#)).

2 RECOMMENDATIONS

- 2.1 Members are asked to note the progress.

3 BACKGROUND

- 3.1 In December 2021, East Lothian Council made a request to His Majesty's Inspectors (HMI) of Education to conduct an external, independent review of the Council's child protection and safeguarding systems, processes, and policies.
- 3.2 As part of the Council's approaches to continuous improvement, the Chief Executive, together with the Executive Director for Education and Children's Services, sought an external review, recognising the importance of ensuring that policies and procedures enable staff across the Council to understand their roles and responsibilities to keep children and young people safe. The review took place over the period May to September 2022.

- 3.3 The external review focused on three main areas related to safeguarding and child protection:
- The Council's safeguarding policies and procedures, which inform staff of the arrangements for keeping children and young people safe.
 - Staff's understanding of their safeguarding roles and responsibilities in respect of those who work with children and young people on a one-to-one basis.
 - Staff's awareness and understanding of East Lothian Council's policy on whistleblowing.
- 3.4 HM Inspectors gathered evidence the Council's policies, procedures and guidance, online questionnaires developed by HM Inspectors for Council staff and face-to-face or online meetings with focus groups of staff. HM Inspectors met with staff from across Council services including staff who work with children and young people in a wide range of contexts. This included staff who work in educational settings and in the local community such as activities that take place outwith the school day.
- 3.5 HM Inspectors sent online questionnaires to a range of staff from across the Council. Almost 700 staff responded to the online questionnaires. Focus group meetings were conducted with senior leaders, staff in administrative roles, staff from Education and Children's Services and staff at all levels within schools, early learning and childcare settings and services. In addition, meetings took place with other Council services such as school crossing patrol managers, facilities management and school catering services. HM Inspectors held over 50 focus group meetings and visited 18 schools. Overall, HM Inspectors met either online or face to face with over 200 staff from across East Lothian Council.

Outcomes of the review

- 3.6 HM Inspectors identified the following key strengths:
- The Chief Executive Officer and the Executive Director for Education and Children's Services are prioritising improving safeguarding and child protection approaches across the council.
 - Staff across East Lothian Council are committed to understanding and implementing their roles and responsibilities to keep children and young people safe.
 - Council policies, procedures and guidance, including references to whistleblowing in recent child protection training, demonstrate clearly a commitment to supporting staff to implement their child protection and safeguarding roles and responsibilities.
 - Senior leaders in Education Services are improving their support for staff in schools, settings and services and are beginning to help them evaluate their approaches to child protection and safeguarding.

- Staff have a good understanding of the need to take specific actions when working one-to-one with children and young people.

3.7 The following next steps were identified for East Lothian Council:

- Engage with all staff to ensure that child protection professional learning is appropriate to their roles and remits.
- Ensure there is a clear understanding about the thresholds for intervention for children perceived to be at risk of harm.
- Within existing quality assurance arrangements, develop further approaches to identify what is working well and areas for improvement in relation to safeguarding and child protection.
- Ensure procedures for reporting child protection concerns across educational visiting services are robust and that these are in line with council policy.
- Review how well the Health and Safety Policy is being implemented across the council and in schools, settings and services, particularly in relation to feedback for those who have made referrals.
- Develop clear and appropriate policies and guidance for one-to-one working situations.

Progress

3.8 The next steps identified by HM Inspectors were accepted in full by Council officers and an action plan was developed that captured the key areas for continued improvement (Appendix 1). All Heads of Service have had a responsibility in taking action relevant to their service area with the Executive Director for Education and Children's Services providing oversight and scrutiny.

Following a six-month review, good progress has been made in implementing the main points for action. Considerable progress has been made in continuing to ensure that all staff understand that they have a responsibility for keeping children safe. Since the publication of the report, the Council has rolled out mandatory Public Protection training for all staff that has to be updated every two years. Very good progress has been made in ensuring that staff are clear on the level of child protection training they require for their role.

Conclusion

3.9 Child Protection and Safeguarding continue to be a very high priority for East Lothian Council. Whilst we have made good progress in addressing the next steps as set out by HM Inspectors, we are not complacent and will continue to review our policies, procedures and guidance on an ongoing basis.

4 POLICY IMPLICATIONS

4.1 There are no policy implications from this report.

5 INTEGRATED IMPACT ASSESSMENT

5.1 The subject of this report does not directly 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 External Review of East Lothian Council’s Child Protection and Safeguarding Policies and Procedures – Report by His Majesty’s Inspectors from Education Scotland (available in the Members’ Library, Ref: 24/23, March 2023 Bulletin) [Agendas, reports and minutes | East Lothian Council](#)

AUTHOR’S NAME	Lesley Brown
DESIGNATION	Executive Director – Education and Children’s Services
CONTACT INFO	lbrown@eastlothian.gov.uk
DATE	21 September 2023

East Lothian Council Child Protection and Safeguarding Action Plan – April 2023 – June 2024

Actions arising from the external review of child protection and safeguarding policies and procedures	Owner	Timescale	Progress Updates
<p>1. Engage with all staff to ensure that child protection professional learning is appropriate to their roles and remits.</p> <ul style="list-style-type: none"> • SMT to work with team leaders and all staff teams to ensure child protection professional learning is appropriate. • Advice and guidance to be provided by Child Protection lead officer to SMT and staff as appropriate • Work with Communications and Organisational Development teams to raise staff awareness of Child Protection training and provide information on ELNet about training against job roles • All line managers to ensure that Child Protection training is discussed at staff annual PRD. • Child Protection (CP) training to be included in all induction programmes for new staff relevant to role/remit 	<p style="text-align: center;">SMT CP lead officer Executive Director – Ed & CS All line managers</p>	<p>By June 2023 and annual checks</p> <p>Ongoing April 2023</p> <p>Ongoing</p>	<p>Considerable progress has been made in ensuring that professional learning is appropriate and is being undertaken by staff.</p> <p>Mandatory Public Protection LearnPro module has been introduced to be refreshed every 2 years.</p> <p>Senior Leaders in education to submit Learn Pro Score Cards annually to Education Child Protection (CP) Lead.</p> <p>New staff induction now includes CP training.</p>
<p>2. Ensure there is a clear understanding about the thresholds for intervention for children perceived to be at risk of harm.</p> <ul style="list-style-type: none"> • Intake and Assessment team leaders to meet with the education lead for child protection on a monthly basis to share feedback about recent referral themes for the purposes of continued learning and development. • To strengthen our response to concerns about staff or colleagues, East Lothian’s whistleblowing protocol to be refreshed and updated. 	<p style="text-align: center;">Head of Children’s Services Head of Education</p>	<p>Ongoing</p> <p>October 2023</p> <p>Ongoing</p>	<p>Education Support Officer (ESO) Child and Public Protection to arrange monthly meetings with Intake and Assessment Team to understand more about referrals. This will inform training, school support and curriculum.</p>

<ul style="list-style-type: none"> • All team leaders to consult with a general manager or head of service if they hear of concerns about a member of staff – even if this does not result in a referral or investigation. • General Manager for Children’s Services to attend the Head Teacher’s meetings to build relationships and create an opportunity to address queries and concerns about thresholds. • A clear message to be given to staff across the organisation to always talk to a senior manager in children’s services or education if they have any concerns about a staff member or colleague’s behaviour in relation to children. • Input to SMT to launch refreshed whistleblowing policy. 	<p>Head of Children’s Services</p> <p>Public Protection Office produce Level 1 & Level 2 training. ESO Child and Public Protection Delivers Update.</p>	<p>By June 2023 and then ongoing</p> <p>By Dec 2023</p> <p>By June 24</p>	<p>All staff in education supported to understand whistleblowing procedures. General Manager for Children’s Services attended Secondary Head Teacher meetings with further engagement planned.</p> <p>Level 1 and level 2 CP training and annual update training has clear references to what to do in the event of a concern about staff behaviour.</p> <p>Establishment of Child Planning Locality Groups May 23 – June 24 to develop shared understanding of thresholds and promote early intervention.</p> <p>Reminder email sent to Team Leaders in Children’s services about all actions relating to them. Assurance requested and confirmation of when they will next raise with their staff team. Confirmation of receipt and action requested.</p> <p>Regular updates at full service weekly briefing about sharing information with senior management if concerns are heard about a member of staff. This includes third hand</p>
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			information, rumour and unsubstantiated information.
<p>3. Within existing quality assurance arrangements, develop further approaches to identify what is working well and areas for improvement in relation to safeguarding and child protection.</p> <ul style="list-style-type: none"> • Annual Quality Improvement Officer (QIO) visit with a focus on 2.1 to ensure consistency across education settings with Local Authority • Annual Standards and Quality report to include Child Protection scorecard report, alongside 2.1 Child Protection & safeguarding Self- evaluation return • School reviews - ensure follow up on action points and recommendations from the review. • Education Support Officer for Child Protection, will offer support and challenge visits to schools to review planning for children who are placed on Child Protection register • Quarterly joint Education and Children Services review of CP referrals to review emerging themes, understanding of thresholds, safety planning and training needs • Inter-agency Review Discussion (IRD) oversight group to collate details of investigations relating to staff members or carers. Circumstances to be considered by the education and children's services management team on a quarterly basis to identify themes or areas for learning. • Children's services quality improvement framework to include a measure to track the use of the whistleblowing policy. • Reiterate to all team leaders that the general manager or head of service should always be consulted when a concern is shared about a member of staff – even if this does not result in a referral or investigation. 	<p>QIOs</p> <p>Head Teachers</p> <p>QIOs</p> <p>ESO Child and Public Protection</p> <p>ESO / Children's Services Manager</p> <p>Head of Children's Services General Manager (Children's Services)</p> <p>CP Lead Officer</p> <p>Team Leaders</p>	<p>Annual QIO visit</p> <p>Annual submitted in June</p> <p>As required</p> <p>As required</p> <p>Quarterly Meeting</p> <p>ESO Child and Public Protection</p>	<p>Calendar for annual school reviews published.</p> <p>ESO Child & Public Protection Quality Assure CP & Safeguarding returns annually.</p> <p>Education CP Lead to arrange monthly meetings with Intake and Assessment Team to understand more about referrals. This will inform training, school support and curriculum.</p> <p>IRD review group have been reminded of need to collate information and to alert senior manager to any investigations about a member of staff. There have not been any relevant investigations since the implementation of the plan.</p> <p>ESO Child and Public Protection attends the IRD oversight group to ensure all education actions have been undertaken.</p>

<p>4. Ensure procedures for reporting child protection concerns across educational visiting services are robust and that these are in line with council policy.</p> <ul style="list-style-type: none"> • Training required for visiting services clearly articulated in new CPS policy and is shared with visiting services • Review current process and communication via 2.1 visits to ensure visiting services are clear about their role and responsibilities for child protection whilst in school • Visiting Services to be added to distribution list to share EMPPO newsletters and training opportunities • Ensure Child Protection procedures is included within all Service Level Agreements with partner agencies 	<p>ESO ESO / HTs Service Manager Inclusion and Wellbeing Service Manager Inclusion and Wellbeing</p>	<p>January 24 Programme of training delivered by January '24 Ongoing By June '23 By June '23</p>	<p>ESO Child and Public Protection to ensure all the leaders of all visiting services are aware of training requirements.</p> <p>School reviews have questionnaires and focus groups for visiting partners to ensure familiarisation with CP responsibilities.</p> <p>Procurement procedures / Service Level Agreements now ensure adherence to CP requirements.</p>
<p>5. Review how well the Health and Safety Policy is being implemented across the council and in schools, settings and services, particularly in relation to feedback for those who have made referrals.</p> <ul style="list-style-type: none"> • Training in use of SPHERA to be delivered to Head Teachers and other relevant school staff 	<p>Health and Safety Officer</p>	<p>By December '23</p>	<p>Guidance issued to all schools.</p> <p>Managing Distressed and Challenging Behaviour working group established June 23. To be continued 23/24.</p>
<p>6. Develop clear and appropriate policies and guidance for one-to-one working situations.</p> <ul style="list-style-type: none"> • Working with HR, review relevant policies associated with one to one working. • Develop appropriate relevant staff communications regarding one to one working 	<p>HR service</p>	<p>By December 2023</p>	<p>Work has commenced to review existing policies</p>

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 21 September 2023

BY: Executive Director for Place

SUBJECT: Local Economy Strategy

5

1 PURPOSE

- 1.1 To provide the committee with an update on the development of a new Local Economy Strategy for East Lothian.

2 RECOMMENDATIONS

- 2.1 To note the content of this report and the current position in relation to the development of the new strategy; and,
- 2.2 To note that the appended evidence report is a draft document under review and as such can be expected to require further refinement.

3 BACKGROUND

- 3.1 The East Lothian Local Economy Strategy 2024-2034 (in development) will replace the East Lothian Economic Development Strategy 2012-2022 (refreshed 2018).
- 3.2 The strategy, and accompanying action plan(s), will be the key delivery document for the Grow our Economy objective in the 2022-2027 Council Plan, for the '*Prosperous*' theme within the East Lothian Plan 2017-2027, will support the development and delivery of Local Development Plan 2, and the ongoing development of the Council's key strategic development sites.
- 3.3 The strategy is being developed in the context of and to align with and support the delivery of the national and regional economic development goals and aspirations contained within the National Strategy for Economic Transformation (NSET) and Regional Prosperity Framework (RPF), including resilience, wellbeing and fair work, skills for rewarding careers, just transition to net zero, entrepreneurship, productivity, and innovation.

- 3.4 The development of the strategy will also consider wider alignment with the UK Growth Plan and Levelling Up agenda, with a focus on applicable UK wide policy, funding, and support.
- 3.5 Development of the strategy is overseen by the Connected Economy Group (CEG), one of the East Lothian Partnership's Strategic Groups, and is being supported by Stantec UK Ltd.
- 3.6 This strategy will identify a shared vision and a series of shared objectives, actions, and performance measures; developed in partnership with the key stakeholders in the East Lothian economy; which all of the local economy's stakeholders will work together to collectively achieve.
- 3.7 Its development is based on consultation and analysis of relevant data. It includes a focus on equality, inclusivity, and community wealth. It will be a 'smart growth' strategy that builds upon existing assets, takes incremental actions to strengthen communities, and builds long-term value to attract a range of investments.
- 3.8 It will set out a series of agreed policy interventions that take account of local context, as well as organisational capacity and resources, factoring in local priorities related to achieving increased job density, community wealth building and fair work, economic and business sustainability and resilience, innovation and productivity, and the climate and ecological emergency.
- 3.9 The strategy and associated action plan(s) will be subject to a monitoring and evaluation framework and is intended to be live document to be kept under ongoing development.

Summary of progress

- 3.10 Procurement of external specialist consultancy support for the development of the strategy took place during Q3/4 2022-23. Following an initial PIN, a two-stage process was followed leading to the appointment of Stantec in spring 2023.
- 3.11 Following their appointment, project refinement took place with Stantec during April 2023 to confirm the approach, timeline, and work plan. This was presented to the CEG on 28 April.
- 3.12 The period from May to August has focused on data and strategy review, stakeholder engagement, and community consultation. This included ward based community drop in sessions, business focus groups, internal ELC focus groups, a Community Wealth Building workshop attended by internal and external stakeholders, 1 to 1 discussions and interviews, and further engagement with external stakeholders, groups, and forums.
- 3.13 Summary reports have been provided to the CEG on 30 June and 25 August. The draft evidence report (Appendix 1) is the key output of this phase of the project and summarises stakeholder perceptions and next steps as at 25 August.
- 3.14 At time of writing, further engagement has been planned through September, including a workshop session with ELC Heads of Service and Executive Directors, and one with Elected Members. The work plan

(Appendix 2) sets out key dates and deliverables for the remainder of the project.

- 3.15 It is planned that a draft final strategy document will be presented to the CEG for input at the beginning of December, with the final strategy being presented to full Council early in 2024.

Draft Evidence Report

- 3.16 It should be noted that the appended evidence report is a draft document under review and as such can be expected to contain formatting issues, errors, inaccuracies, or otherwise require refinement. The report is arranged in four sections:
- 3.17 Section 1: Introduction, sets out purpose, approach, and structure;
- 3.18 Section 2: Area Overview, sets out the findings from the consultant's desk based review, providing an overview of East Lothian's geography; demographics; labour market; business composition; connectivity; visitor economy; equality & inclusivity and policy landscape;
- 3.19 Section 3: Stakeholder and Community Perceptions sets out the consultant's observations and findings from the community & stakeholder engagement activities, providing a summary of the comments raised in relation to East Lothian's policy landscape; place competitiveness; workforce skills; key sectors; strategic sites and community wealth building; and,
- 3.20 Section 4: Conclusions and Next Steps, sets out the key emerging messages and the proposed future phases of the strategy development process.
- 3.21 This paper identifies a number of significant strengths in the East Lothian economy, including a rapidly growing and well-educated population; a high quality reputation for its food & drink offer; attractive visitor destinations; natural resources and infrastructure that make the area well placed to target opportunities in renewable energy; high quality east-west transport links; and an active and engaged community and third sector.
- 3.22 The consultants note that their research has also identified a range of factors that could constrain the area's future development, including a shortage of technical skills; low business productivity; poor north-south connectivity links, and a shortage of immediately available business expansion land.

Community Wealth Building

- 3.23 As part of the development of the East Lothian Local Economy Strategy, we are seeking to embed the concept of Community Wealth Building (CWB) as a 'golden thread' throughout the objectives, projects, actions, and monitoring indicators of the Strategy.
- 3.24 The Scottish Government has adopted the internationally recognised CWB approach to economic development as a key practical means by which progress can be made towards realising their wellbeing economy vision outlined in the National Strategy for Economic Transformation (NSET).

- 3.25 A CWB approach arranges economic development activity around the concept of anchor institutions, large public, private, and third sector economic actors with significant purchasing power or employment bases, which if acting in socially just ways can deliver benefits to local residents.
- 3.26 The East Lothian Partnership has established a short life working group to help define Community Wealth in an East Lothian Context and work with partners to develop a CWB diagnostic and action plan for East Lothian.
- 3.27 The draft diagnostic and proposed actions are presented within section 3.6 of the report. It highlights progressive procurement, advancing fairer employment and labour markets, plural ownership of the economy, socially just use of land, and making financial power work for local places as the '5 pillars' of CWB for East Lothian.

4 POLICY IMPLICATIONS

- 4.1 The new Local Economy Strategy 2024-2034 will replace the East Lothian Economic Development Strategy 2012-2022 (refreshed 2018). The strategy, and accompanying action plan(s), will be the key delivery document for the Grow our Economy objective in the 2022-2027 Council plan and '*Prosperous*' theme within the East Lothian Plan 2017-2027.
- 4.2 Work undertaken to develop the strategy is likely to inform a revision to the Council's Top 50 indicators as they relate to the economy, economic development, and support for business.
- 4.3 It is anticipated that new duties may be brought forward by the Scottish Government that will compel local authorities and others to integrate CWB principles and plans into their economic strategies or local outcome improvement plans.

5 INTEGRATED IMPACT ASSESSMENT

- 5.1 The subject of this report itself does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy. However, an Integrated Impact Assessment will be undertaken in respect of the new strategy.

6 RESOURCE IMPLICATIONS

- 6.1 Financial – none
- 6.2 Personnel – none
- 6.3 Other – none

7 BACKGROUND PAPERS

7.1 Appendix 1: East Lothian Local Economy Strategy Report 1: Evidence Paper (Draft) August 2023

7.2 Appendix 2: East Lothian Local Economy Strategy Work Plan August 2023

AUTHOR'S NAME	Douglas Proudfoot
DESIGNATION	Executive Director for Place
CONTACT INFO	Jamie Baker, Service Manager – Economic Development jbaker@eastlothian.co.uk
DATE	08 September 2023



East Lothian Local Economy Strategy

Report 1: Evidence Paper

Draft Report

DRAFT

On behalf of **East Lothian Council**



Document Control Sheet

Project Name: East Lothian Local Economy Strategy

Project Ref: 332610008

Report Title: Report 1: Key Issues

Doc Ref: Rev 1 (work in progress draft)

Date: August 2023

	Name	Position	Signature	Date
Prepared by:	Kabindra Dhakal	Economist	KD	August 2023
	Kimberley Watkin	Senior Economist	KW	
	Steven Findlay	Senior Associate	SF	
Reviewed by:	Kimberley Watkin	Senior Economist	KW	August 2023
	Steven Findlay	Senior Associate	SF	
For and on behalf of Stantec UK Limited				

Revision	Date	Description	Prepared	Reviewed
1	August 2023	Draft	KD, KW, SF	KW, SF

This report has been prepared by Stantec UK Limited ('Stantec') on behalf of its client to whom this report is addressed ('Client') in connection with the project described in this report and takes into account the Client's particular instructions and requirements. This report was prepared in accordance with the professional services appointment under which Stantec was appointed by its Client. This report is not intended for and should not be relied on by any third party (i.e. parties other than the Client). Stantec accepts no duty or responsibility (including in negligence) to any party other than the Client and disclaims all liability of any nature whatsoever to any such party in respect of this report.

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Appendices

Appendix A Stakeholders Consulted With
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1 Introduction

1.1 Purpose

- 1.1.1 In Spring 2023, East Lothian Council appointed Stantec to support the development and delivery of a Local Economy Strategy for East Lothian.
- 1.1.2 This strategy will identify a shared vision and a series of shared objectives, actions and performance measures; developed in partnership with all of the key stakeholders in the East Lothian economy; which all of the local economy's stakeholders will work together to collectively achieve.
- 1.1.3 It will include a focus on equality, inclusivity, and community wealth, and its development will be based on consultation and sound data. It will also be a 'smart growth' strategy that builds upon existing assets, takes incremental actions to strengthen communities, and builds long-term value to attract a range of investments.
- 1.1.4 It will set out a series of agreed policy interventions which take account of local context, as well as organisational capacity and resources, factoring in local priorities related to achieving increased job density, community wealth building and fair work, economic and business sustainability and resilience, innovation and productivity, and the climate and ecological emergency.
- 1.1.5 The strategy will be developed through the following four-phase approach:
- **assess:** which will explore the baseline conditions and long-term trends which will form the parameters within which the strategy will be developed.
 - **diagnose:** which will identify the overarching economic vision for the authority area, including the opportunities it should pursue and the challenges it should seek to mitigate.
 - **prescribe:** which will define and specify specific actions to support the delivery of this vision.
 - **monitor:** which will assess performance to plan, identifying and pursuing early mitigating actions to bring projects back-on-track when problems arise or when the external environment changes.
- 1.1.6 The purpose of this evidence paper is to set out the findings from the 'assess' stage of the work, providing an evidence base with which to support future discussions around the development of the shared vision, objectives, action plan and monitoring framework.

1.3 Approach

1.3.1 The paper draws evidence from:

- **Data review:** a review of socio-economic data sources pertaining to the East Lothian economy, including data from Scottish Annual Business Statistics, the Inter Departmental Business Register; the Annual Population Survey and the Annual Survey of Hours and Earnings; Office of the Rail Regulator and UK Day Visitors Survey.
- **Strategy review:** a review of the key strategic documents pertaining to the East Lothian economy.
- **Stakeholder engagement:** the research team engaged with circa 100 stakeholders (this number does not include members of the public from public consultation events) across the local economy (see Appendix A or full details).
- **Community consultation:** seven public consultation events were undertaken across East Lothian over the course of June 2023, including events in Musselburgh, Prestonpans, Tranent; Haddington; North Berwick and Dunbar (see Appendix B for full details).

1.4 Structure

1.4.1 The remainder of this paper's structure is as follows:

- **Section 2 (Area Overview):** sets out the findings from the desk based review, providing an overview of East Lothian's geography; demographics; labour market; business composition; connectivity; visitor economy; equality & inclusivity and policy landscape;
- **Section 3 (Stakeholder and Community Views):** sets out the findings from the community & stakeholder engagement activities, providing a summary of the comments raised in relation to East Lothian's policy landscape; place competitiveness; workforce skills; key sectors; strategic sites and community wealth building.
- **Section 4 (Conclusions and Next Steps):** set out the key emerging messages from this work and sets out the future phases of the strategy development process.

2 Area Overview

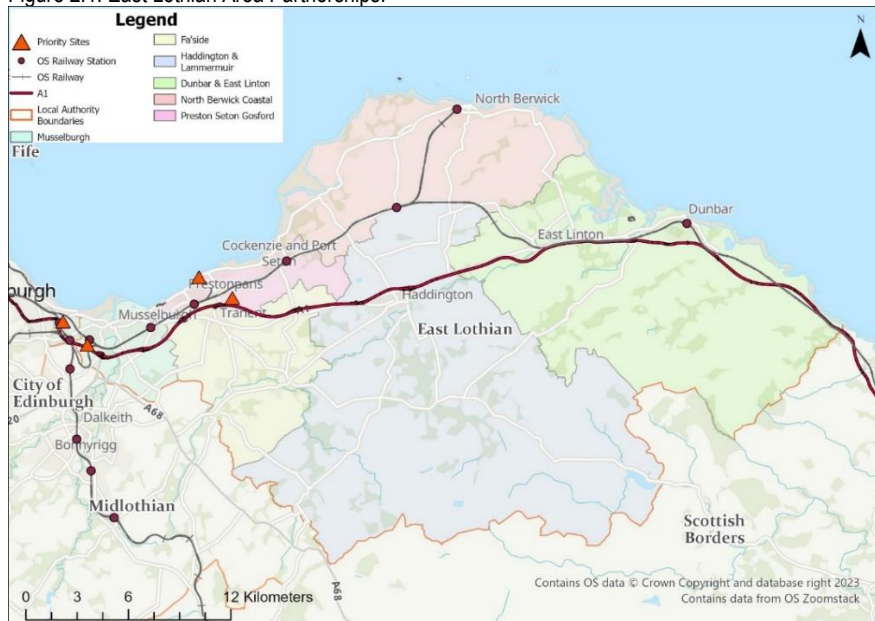
2.1 Preamble

- 2.1.1 The purpose of this section is to outline the current socioeconomic characteristics of East Lothian. This allows us to reflect on the current situation and, along with Section 3, which sets out community and stakeholder perceptions of and aspirations for the East Lothian economy, will provide an evidence base to inform the development of a shared vision, set of objectives and action plan.

2.2 Geography

- 2.2.1 East Lothian is a local authority area in east central Scotland, bordering Edinburgh to the West, Midlothian to the South-West and the Scottish Borders to the South. The administrative centre of the Council is Haddington, while the largest town by population is Musselburgh. Other large towns in the Council area include Tranent, North Berwick, Dunbar and Prestonpans.
- 2.2.2 The geography of the area is varied; the coastline is mostly low-lying, with sandy beaches attracting people from all over Scotland and beyond. Coastline features a number of small islands, including Craigleith and Bass Rock, which are visible from North Berwick. It's coastline includes the principal towns of Musselburgh, Prestonpans, North Berwick and Dunbar, and the communities of Cockenzie, Port Seaton, Longniddry, Aberlady, Gullane and Dirleton.
- 2.2.3 The northern area of the local authority is mostly flat and fertile and contains many of the Council area's principal settlements and major transport routes, including the A1 and East Coast Mainline. It includes the principal towns of Haddington and Tranent, and the communities of Wallyford, Blindwells, Gladsmuir, Athelstaneford, East Linton and Innerwick.
- 2.2.4 The southern area of the local authority is more undulating and lies in the foothills of the Lammermuir Hills. It includes the villages of Ormiston, Pencaitland, Gifford, Stenton and Oldhamstocks.
- 2.2.5 The major rivers flowing through the Council area include the Rivers Tyne & Esk, which rise in Midlothian and feeds the fertile farmland in East Lothian before emptying into the Firth of Forth at Belhaven Bay and Musselburgh respectively.
- 2.2.6 The Council area consists of six ward/area partnership areas, which each elect its own set of Council representatives and develops its own Local Area Plan. These are outlined below.

Figure 2.1: East Lothian Area Partnerships.



- 2.2.7 The main rail links in East Lothian are the East Coast Main Line (which runs from London to Edinburgh, passing through East Lothian), and the Edinburgh to North Berwick Line (which separates from the East Coast Main Line at Drem). Newcraighall Station, on the Borders Railway Line lies just outside of the area’s western boundary. East Coast buses operate bus routes to each of the principal towns, while Eve Coaches, Prentice Coaches and E&M Horsburgh operate local routes.
- 2.2.8 The local authority has a strong visitor offer, driven by its beaches, golf courses and coastal towns; anchor attractions (including the National Museum of Flight and Glenkinchie Distillery); and attractive rural countryside. It also has a strong energy infrastructure, including a number of on-shore and off-shore windfarms, Scotland’s last remaining active nuclear power station and strong grid connectivity infrastructure. Its largest private sector employers include Charles River (a clinical testing facility), EDF Energy (operators of Torness Power Station) and Tarmac (a cement manufacturer). Queen Margaret University lies within the local authority area, while Edinburgh College’s Brunstane campus is located within a mile of East Lothian’s boundary with Edinburgh.
- 2.2.9 Major new developments in the area include the Blindwells housing expansion, the Edinburgh Innovation Park site (including the Queen Margaret University Food and Drink Innovation Hub), and the Cockenzie and Port Seton Waterfront Masterplan, which will regenerate and bring new uses to the former coal fired power station site at Cockenzie.

2.3 Demographics

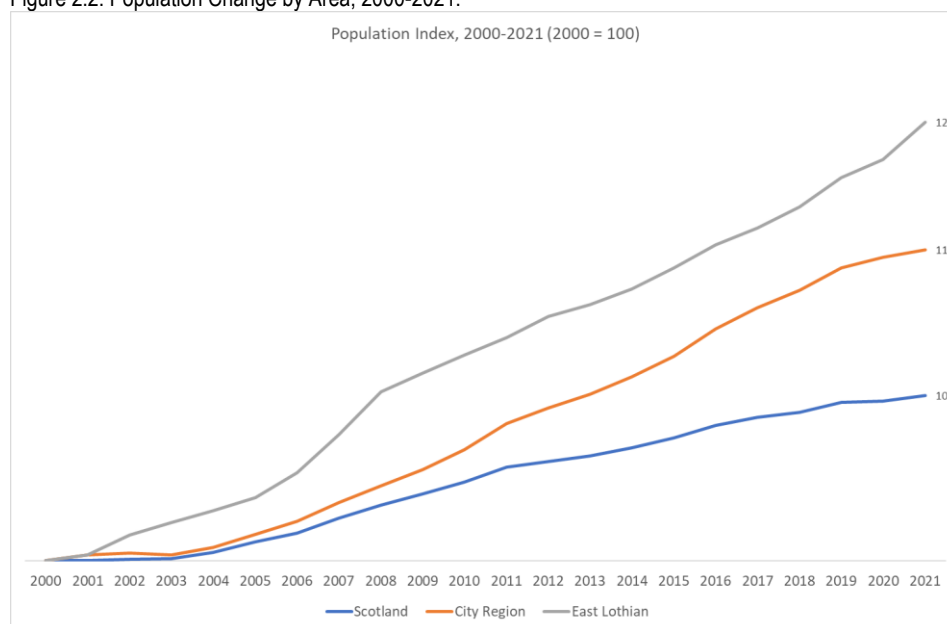
- 2.3.1 East Lothian’s population in 2021 was estimated at 109,600¹, which represents a 22% increase in population since the turn of the century. This is significantly more than the 16% average growth rate experienced across the Edinburgh & South East Scotland City Region as a whole², and the 8% average growth rate across Scotland.
- 2.3.2 This trend of above average population growth is forecast to continue, with the National Records of Scotland projecting that East Lothian’s population will rise by 14.3% between 2018

¹ National Records of Scotland

² This area also includes the City of Edinburgh, West Lothian, Midlothian, Scottish Borders and Fife

and 2043, compared to a growth of 6.3% across the City Region and 2.5% across Scotland as a whole.

Figure 2.2: Population Change by Area, 2000-2021.



Source: National Registrars of Scotland, 2023

2.3.3 East Lothian has a disproportionately higher proportion of people who are either below or above working age than the City Region and Scotland averages, and its dependency ratio (the number of non-working age people supported by each working age person) is therefore higher, with potential implications for the Council's school and social care budgets.

Table 2.1: Population Share by Age Cohort.

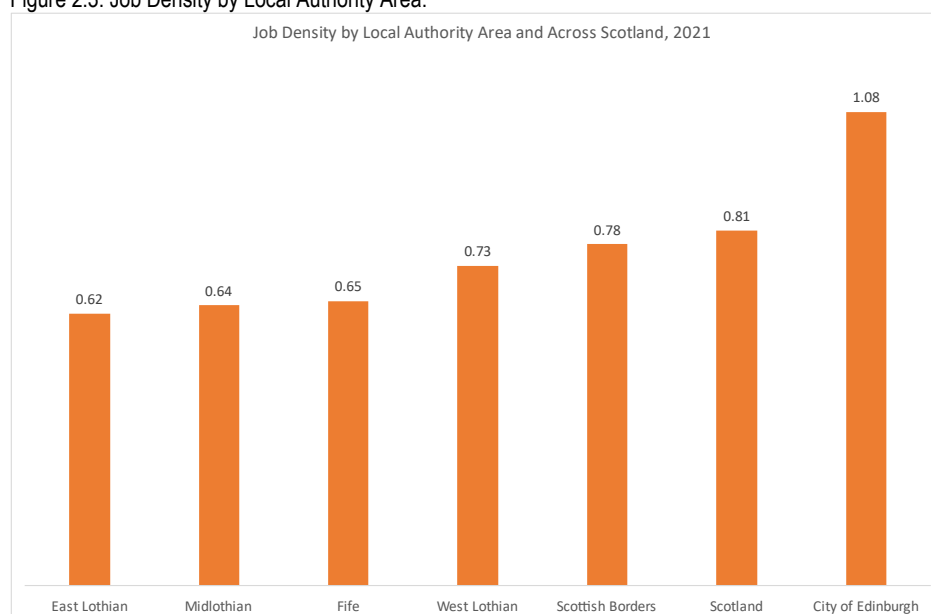
Qualification level attained	East Lothian	City Region	Scotland
0-15	18.1%	16.7%	16.6%
16-24	8.7%	10.4%	10.2%
25-49	29.9%	34.2%	32.6%
50-64	22.4%	20.0%	21.0%
65+	20.9%	18.7%	19.6%
Total	100.0%	100.0%	100.0%
Working age population (16-64)	61.0%	64.7%	63.8%
Dependency Ratio	0.63	0.55	0.57

Source: National Registrars of Scotland, 2023

2.4 Labour Market

- 2.4.1 East Lothian’s labour market is performing strongly and, according to data from the ONS Annual Population Survey (April 2022-March 2023), East Lothian has a higher employment rate than Scotland as a whole (76.1% vs 74.7%), a significantly higher rate of self-employment (10.9% vs 7.1%), and a comparable economic activity rate (both areas 77.4%).
- 2.4.2 However, many of East Lothian’s employed residents commute out of the local authority area for work, and not all of the economic benefits of this high level of economic activity are retained locally. This can be evidenced by ONS job density data, which shows that there are 0.62 jobs in East Lothian per resident of working age, which is the lowest figure of any local authority area in the City Region and is significantly below the City of Edinburgh figure of 1.06.

Figure 2.3: Job Density by Local Authority Area.



Source: Annual Population Survey, 2023

- 2.4.3 East Lothian’s workforce is in many respects better qualified than the Scotland and City Region averages. A higher proportion of its 16-64 year olds hold a formal qualification (95.6% in East Lothian, compared to 4.2% across the City Region and 92.5% across Scotland), and a higher proportion hold an SVQ Level 2 (National 5 equivalent) qualification or above (83.6% in East Lothian, 83.4% across the City Region and 79.6% across Scotland). However, the proportion of the population educated to SVQ level 4 (undergraduate degree equivalent) or above (48.5%) is below the Scotland and City Region averages (50.0% and 56.7% respectively).

Table 2.2: Highest Qualification Achieved by 16-64 Population.

Age	East Lothian	City Region	Scotland
SVQ4 +	48.5%	56.7%	50.0%
SVQ3 +	65.3%	70.1%	64.8%
SVQ 2+	83.6%	83.4%	79.6%
SVQ 1+	92.0%	89.0%	86.4%
Other Qualification	3.6%	5.2%	5.8%
No Qualification	4.4%	5.8%	7.8%

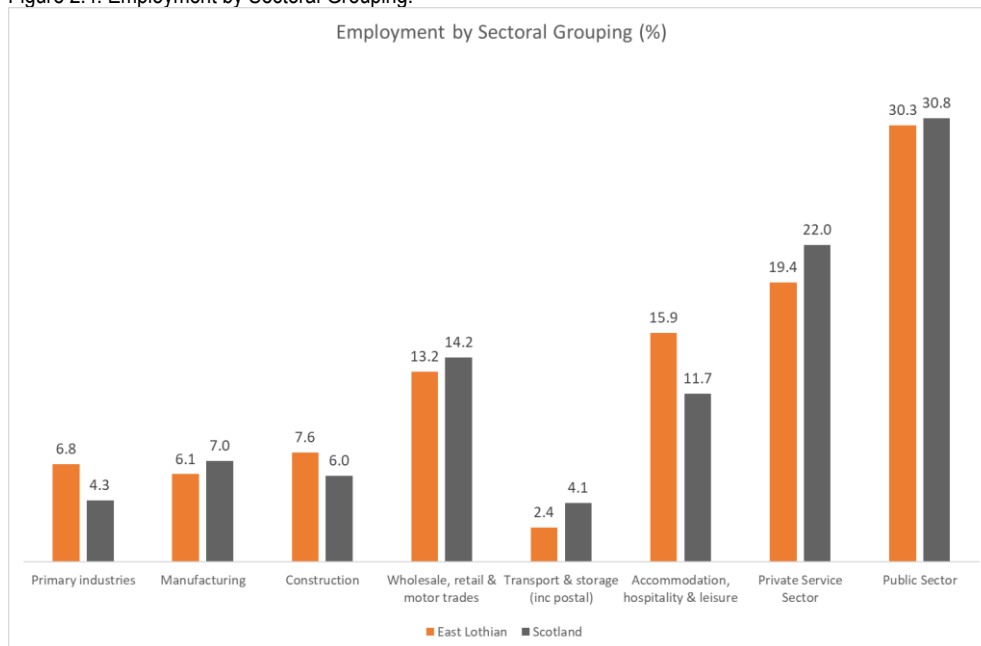
Source: Annual Population Survey, 2021³

³ This is the most recent year for which this data is available.

2.5 Business Composition

- 2.5.1 The figure below illustrates how the sectoral composition of East Lothian’s workforce differs from that of Scotland as a whole.
- 2.5.2 It shows the important role that tourism current plays in the local economy, with 15.9% of the workforce employed in the accommodation, hospitality and leisure sector⁴, compared to 11.7% across Scotland as a whole. It also shows the importance of primary industries⁵ to the local economy with 6.8% of the local workforce employed in this sector, compared to 4.3% across Scotland as a whole.
- 2.5.3 However, the figures also show that the private services sector⁶ accounts for only 19.4% of jobs in East Lothian, compared to 22% of jobs across Scotland. This is in sharp contrast to the neighbouring City of Edinburgh, where this sector account for 35.3% of all jobs, suggesting that this may be a sector where there is significant opportunity to create new employment.
- 2.5.4 A further example of such a sector is manufacturing, which currently accounts for 6.1% of jobs in East Lothian, compared to a Scottish average of 7.0%.

Figure 2.4: Employment by Sectoral Grouping.



Source: *Business Register & Employment Survey 2021*⁷

⁴ Defined as including ONS Broad Industry Groups 9 (accommodation & food services) and 18 (arts, entertainment, recreation and other services)

⁵ Defined as including ONS Broad Industry Groups 1 (agriculture, forestry & fishing), and 2 (mining, quarrying & utilities).

⁶ Defined as including ONS Broad Industry Groups 10-15, (information & communications, finance & insurance; property; professional, scientific & technical services, and business administration & support services)

⁷ Some broad industry groups have been aggregated by Stantec for ease of interpretation and to illustrate key local trends.

2.5.5 East Lothian’s business base is characterised by micro and small businesses, with 98.4% of all businesses in the local authority area employing 49 people or fewer.

Table 2.3: Number of Enterprises by Business Size.

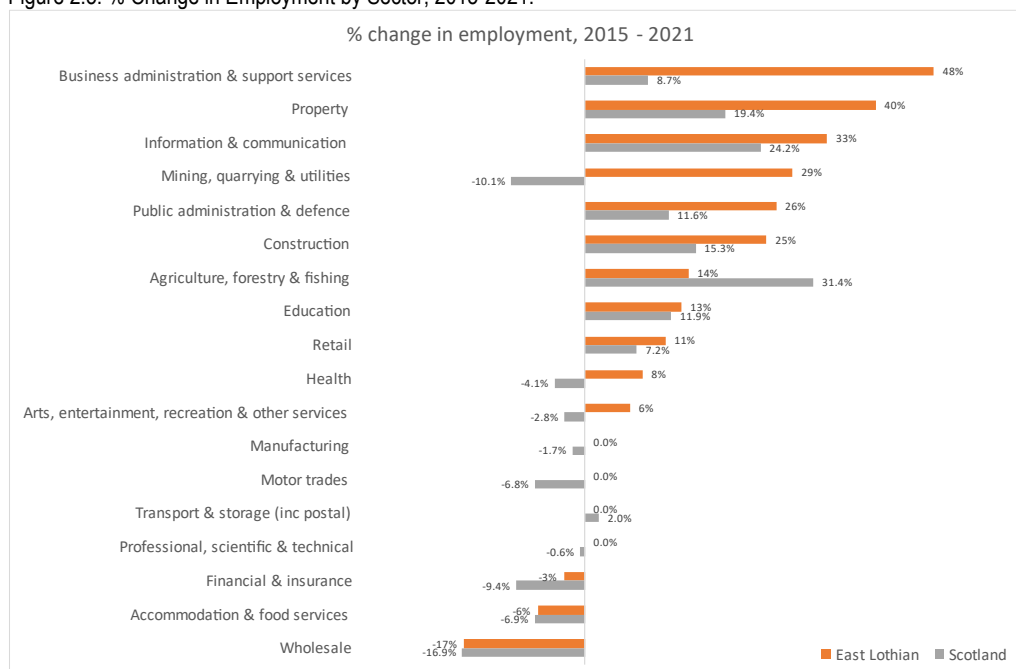
Age			East Lothian	Scotland
	Number ⁸	%	Number	%
Micro (0 to 9 employees)	2,760	87.5	152,470	87.8
Small (10 to 49 employees)	345	10.9	17,775	10.2
Medium (50 to 249 employees)	40	1.3	2,730	1.6
Large (250+ employees)	10	0.3	675	0.4
Total	3,155	100	173,655	100

Source: ONS Inter Departmental Business Register, 2022

2.5.6 The figure below shows the percentage change in employment levels experienced by a range of sectors between 2015 and 2021. As East Lothian’s population grew more rapidly than the Scottish average over this period, so too did total employment in the local area, with most sectors of the economy experiencing either a higher rate of growth or a slower rate of decline in East Lothian than across Scotland as a whole. The only exceptions to this rule were agriculture, forestry and fishing, which grew less significantly though from a larger base; and the relatively small transport & storage sector.

2.5.7 The three most rapidly growing sectors in East Lothian were all professional service industries, and included business administration & support services, property and information & communication. The only three sectors to experience declining employment over this period were the financial & insurance; accommodation & legal services and wholesale sectors, all of which also experienced a national decline.

Figure 2.5: % Change in Employment by Sector, 2015-2021.

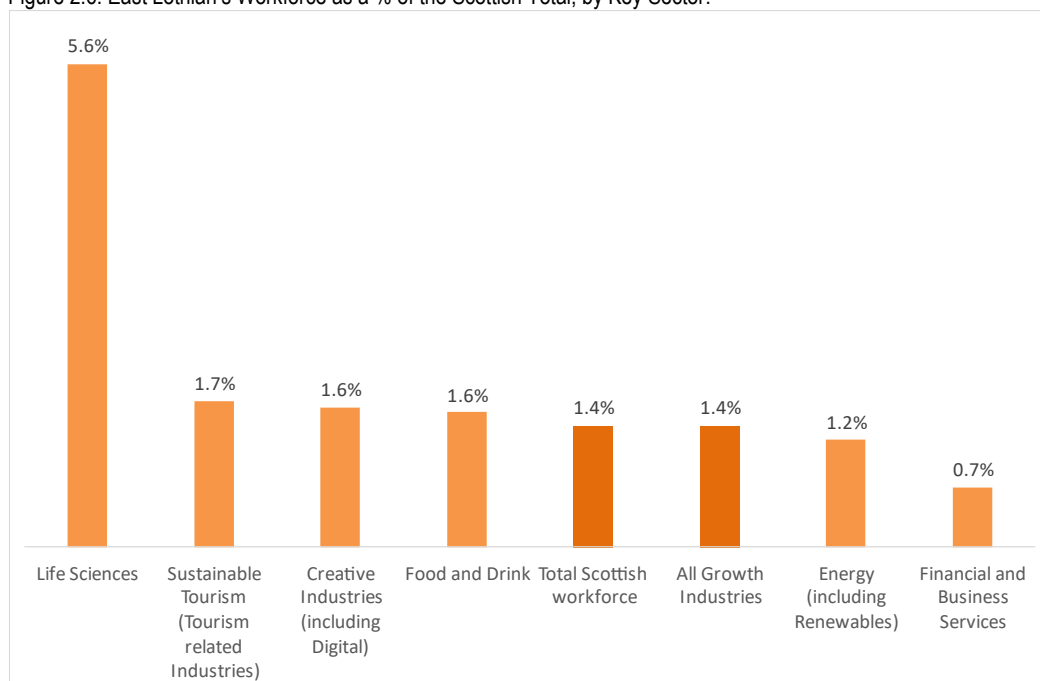


Source: Scottish Annual Business Statistics, 2021

⁸ These figures have been rounded to the nearest five businesses to avoid the disclosure of information specific to any particular business.

- 2.5.8 East Lothian’s workforce makes a significant contribution to the development of the Scottish Government’s six growth sectors, accounting for 1.4% of the total growth industry workforce in Scotland, the same figure as its contribution to Scotland’s workforce as a whole.
- 2.5.9 A disproportionately high proportion (5.6%) of Scotland’s Life Science workforce is based in East Lothian, driven largely by the presence of the Charles River clinical trials facility near Tranent.
- 2.5.10 East Lothian also punches above its weight in terms of its contribution to Scotland’s sustainable tourism, creative and food & drink workforce, and has a total energy sector workforce which is broadly comparable in size to the Scottish average, however it’s contribution to Scotland’s financial and business services sector is significantly smaller, accounting for only 0.7% of the Scottish total.

Figure 2.6: East Lothian’s Workforce as a % of the Scottish Total, by Key Sector.

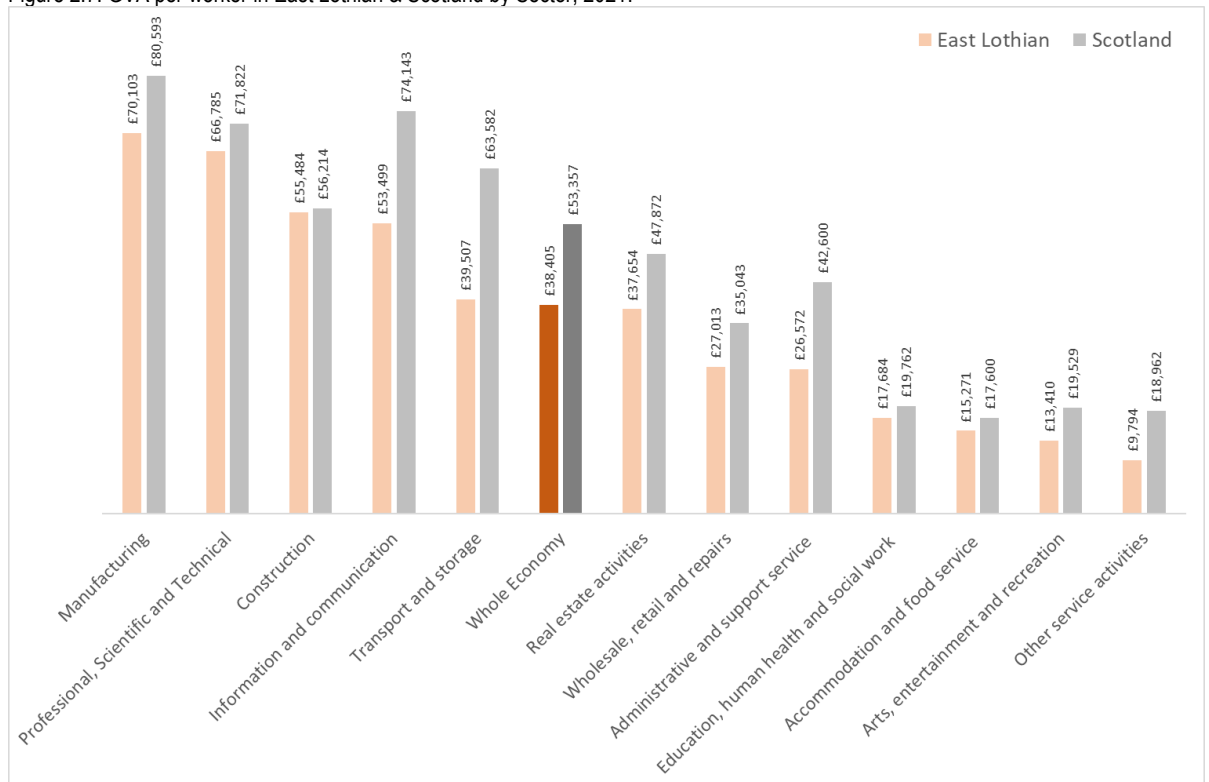


Source: Scottish Government Growth Sector Statistics & Scottish Annual Business Statistics, 2021

2.6 Productivity

- 2.6.1 In 2021, average GVA per worker (a common measure of labour productivity) across the East Lothian economy stood at £38,405, a figure significantly below the Scotland average of £53,357.
- 2.6.2 This productivity gap is a challenge across the East Lothian economy, with the area’s labour productivity lagging the Scotland average in every sector. The sectors in the economy with the highest levels of labour productivity were manufacturing, professional, scientific & technical activities and construction. The sectors with the lowest were accommodation & food services; arts, entertainment & recreation and other service activities.

Figure 2.7: GVA per worker in East Lothian & Scotland by Sector, 2021.



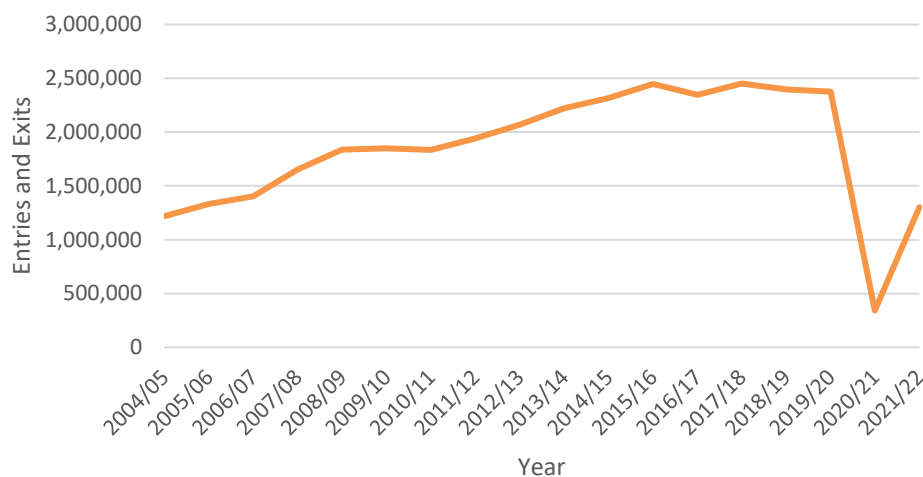
Source: Scottish Annual Business Statistics, 2021

2.7 Connectivity

2.7.1 The main form of transport in East Lothian is private cars. However, many also chose to use the rail network. There are currently seven railway stations in East Lothian, with a seventh (East Linton) scheduled to open in Spring 2024.

2.7.2 The chart below shows the annual estimates for the number of entries and exits from railway stations in East Lothian. It shows that the number of rail journey increased steadily between 2004/5 and 2014/15, then stabilised at approximately 2.5 million journeys per year until 2019/20, before falling back substantially following the start of the Covid-19 pandemic in early 2020. The number of passenger rail journeys recovered in 2021/22 but failed to reach pre-pandemic levels.

Figure 2.8: Railway usage data by year for East Lothian, based on estimates for entries and exits from railway stations.



Source: Office of Rail and Road, 2023

2.7.3 The table below shows total numbers of entries and exits in 2021-22 by station. It shows that North Berwick is the most used railway station within East Lothian, while Drem is the least used.

Table 2.4: East Lothian railway stations ranked in terms of usage, 2021-22.

Station Name	Entries and Exits	%
North Berwick	344,414	26.44
Musselburgh	266,928	20.49
Dunbar	252,348	19.37
Wallyford	151,702	11.65
Prestonpans	128,558	9.87
Longniddry	97,130	7.46
Drem	61,428	4.72

Source: Office of Rail and Road, 2023

2.8 Visitor Economy

2.8.1 Tourism is an important sector to the East Lothian economy, with the area receiving 1.37 million tourism visits in 2019, generating £279 million to the local economy and supporting 4,434 full time equivalent (FTE) jobs⁹.

2.8.2 Based on data from the Council's 2021 East Lothian Visitor Survey 35% of the visitors to East Lothian stayed overnight. The overnighters contributed 85% of the revenue generated through tourism. The average length of stay in the county was 4.5 nights.

2.8.3 The demography of the visitors was mixed. While 55–64-year-olds accounted for 30% of the visitors, 25–34-year-olds only accounted for 10%. The youngest group surveyed, 16–24-year-olds, were also the smallest grouping, accounting for only 2% of the visitors.

Table 2.5: Breakdown of visitors by age group, 2020.

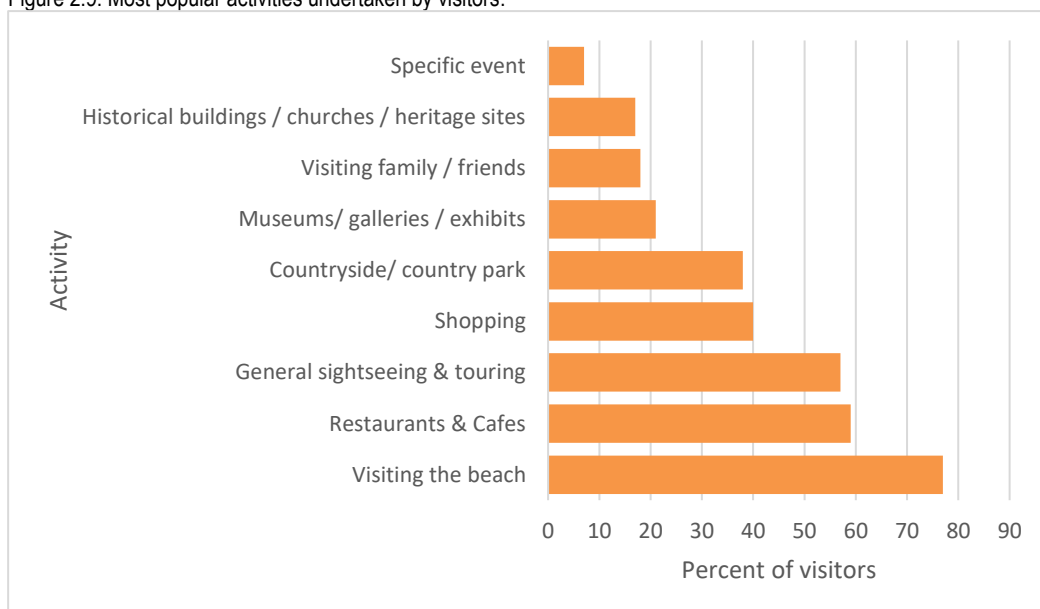
Age Group	16-24	25-34	35-44	45-54	55-64	65-74	75+
%	2	10	18	19	30	18	3

⁹ Source: Global Tourism Solutions STEAM Model. This figure fell significantly during the Covid outbreak and post-Covid data is not yet available.

Source: East Lothian Visitor Survey, 2021

- 2.8.4 In terms of visitor origin, 64% of the visitors came from within Scotland, 32% from the rest of the UK, and only 2% came from overseas. Edinburgh residents alone made up around 25% of all visitors. In terms of overseas tourists, the United States, Netherlands, and Canada had the highest representation, in that order, with the United States accounting for half of all overseas visitors.
- 2.8.5 In terms of activities undertaken, visiting the beach was by far the most popular. It is likely that the large number of Edinburgh-based visitors are making this activity popular. The second most popular activity was going to restaurants and cafes, followed by sightseeing and touring, and shopping. Over half (54%) of sampled shoppers reported visiting farm shops during their visit, highlighting the importance of local produce in East Lothian’s tourism strategy. In terms of geography, North Berwick was the most visited town in East Lothian, followed by Dunbar and Gullane.

Figure 2.9: Most popular activities undertaken by visitors.



Source: East Lothian Visitor Survey, 2021

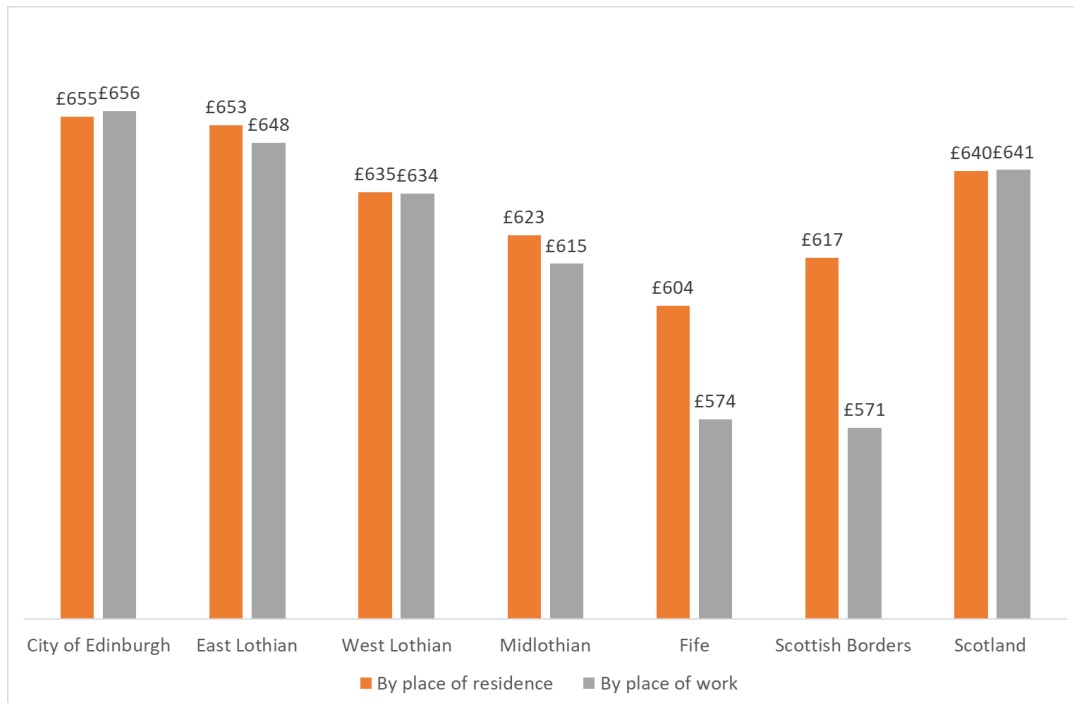
- 2.8.6 Caravan parks and camping (33%) were the most popular type of accommodation for overnight visitors, followed by rented accommodation (24%), hotels (19%), staying with friends or relatives (16%) and Airbnbs (6%). The average spend per day was found to be £63.54.

2.9 Equality and Inclusivity

- 2.9.1 The figure below shows average gross weekly earnings of residents and the workforce in each local authority area in the Edinburgh & South East Scotland City Region and across Scotland as a whole. It shows that East Lothian residents earn, on average, more than residents across Scotland as a whole, and more than residents in West Lothian, Midlothian, Fife or the Scottish Borders, though marginally less than City of Edinburgh residents.
- 2.9.2 The figures also indicate that, while the average earnings of the area’s working population is slightly below that of its resident population (suggesting that residents who commute to jobs in other parts of Scotland earn more than residents who work in the local area), this gap appears to be less pronounced than it is in other parts of the City Region. However, these figures are

based only on a sample of 1% of the total workforce, so may be prone to a degree of sampling error.

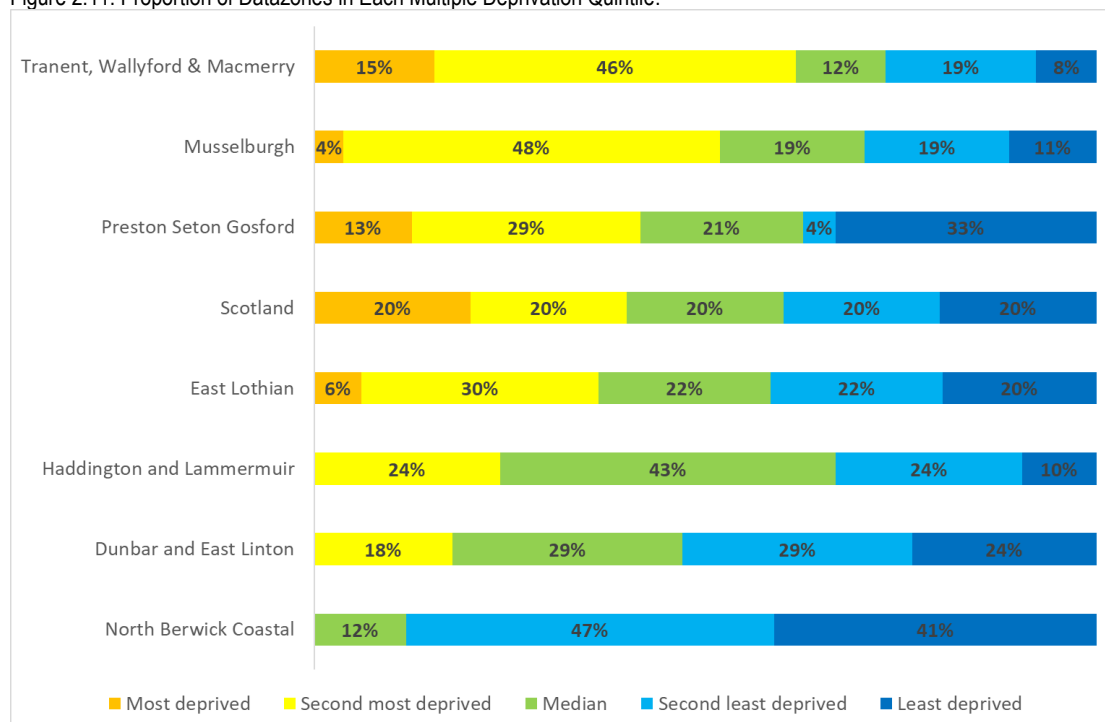
Figure 2.10: Median Average Gross Weekly (Full Time Workers, 2022).



Source: Annual Survey of Hours and Earnings, 2022

2.9.3 Data from the Scottish Index of Multiple Deprivation shows that there are proportionately fewer areas of severe multiple deprivation in East Lothian than across Scotland as a whole. For example, only 8 of East Lothian’s 132 datazones (6%) lie within Scotland’s most deprived quintile of communities, and only 48 (36%) lie within the 40% most deprived communities in Scotland. However, the index also shows a significant east-west divide across the local authority area, with the three ward areas to the west of East Lothian all experiencing a higher proportion of areas in the most deprived 40% of datazones than the Scotland average, and the three ward areas to the east of East Lothian all experiencing a lower proportion.

Figure 2.11: Proportion of Datazones in Each Multiple Deprivation Quintile.



Source: Scottish Index of Multiple Deprivation, 2020

2.10 Policy Landscape

Key Stakeholders in the East Lothian Economy

2.10.1 There are a variety of stakeholder groups with the capacity to contribute to the development of East Lothian's economy, including:

- **Community Representative Organisations:** including Community Councils.
- **Businesses:** including key employers such as Charles River Laboratories; EDF Energy and Tarmac; and SME businesses.
- **Third Sector Organisations:** including social enterprises, community co-operatives and charities.
- **Business Community Representative Group:** including Midlothian & East Lothian Chamber of Commerce; Scotland's Golf Coast; and East Lothian Food & Drink.
- **Skills Organisations:** Including Queen Margaret University; Edinburgh College and East Lothian Works.
- **Transport Providers:** Including rail operators; bus operators and transport infrastructure management organisations.
- **Developers & Land Owners:** including Hargreaves Land, the lead developer for the new community at Blindwells.
- **National Economic Development Agencies:** Including Scottish Enterprise, Scotland Development International, Skills Development Scotland and Scottish National Investment Bank.

- **Regional and National Governments & Partnerships:** Including SESTrans, SESPlan, Edinburgh & South East Scotland City Region Deal Joint Committee and the Scottish & UK Governments.
- **Utility Providers:** Including gas, electricity, water and broadband providers.
- **Council officers and elected representatives:** including Councillors, MSPs & MPs and Officers working in economic development, planning, employability; community engagement; poverty; environmental sustainability; education, tourism development; social care and transport/active travel roles.

2.10.2 This paper draws evidence from discussions with representatives from each of these groups, and it is envisaged that all of these groups will play an active part in the delivery of the Local Economy Strategy.

Key Strategies & Policies

2.10.3 The East Lothian Local Economy Strategy cannot be delivered in isolation, and the vision, objectives and actions identified in the strategy will need to align with a variety of existing strategy and policy documents. These include:

- **National Planning Framework 4 (NPF4 2023):** Scotland's guidance on national planning policy and priority developments, the document's vision is underpinned by the four overarching priorities of reducing inequality, tackling climate change, delivering inclusive economic growth and improving the health and wellbeing of residents. The Framework specifically mentions the opportunity to fulfil net zero ambitions and increase employment by utilising the Cockenzie Power Station site, potentially by utilising existing infrastructure by repurposing them. The framework also mentions potentially expanding the new Blindwells settlement in a sustainable fashion by connecting it to the net zero ambitions of Cockenzie.
- **Regional Prosperity Framework (2021-2041):** The framework is a statement of joint economic vision, ambition and priorities for South East Scotland. It was developed by the Edinburgh and South East Scotland Region Deal partners, and sets out a vision for the region to be a 'globally competitive, inclusive and sustainable economic powerhouse' and identifies four key priorities, namely, green regeneration, infrastructure for recovery and prosperity, visitor economy and culture and data-driven innovation economy. East Lothian is well-placed to benefit due to its growing manufacturing, energy, tourism, creative and food and drink sectors. The framework provides an avenue for the county to work with its partners to attract investment, create jobs and implement its net zero ambitions and community wealth building ambitions.
- **National Strategy for Economic Transformation (2022):** The strategy aims to help transform the Scottish economy by 2032 to create a well being society thriving across economic, social and environmental dimensions. The key objectives are reducing child poverty, equitable growth, and a push towards fair work and net zero ambitions. A key link between this strategy and East Lothian economy is the expansion of renewable energy. Scotland currently has a renewable energy capacity of 12 Giga Watts (GW), and it has ambitions to expand this by an additional 26GW in onshore and offshore wind generation. East Lothian can take advantage of this strategy and re-establish itself as a major producer of energy.
- **Skills for a Changing World (2022):** The new five-year strategic plan for Skills Development Scotland, the key objective being facilitating and supporting the evolution of Scotland's approach to education and skills and enabling a more dynamic response to rapid changes taking place within the labour market, society and the Scottish economy. The policy aligns with East Lothian's needs for a dynamic shift in the kinds of skills

developed locally to keep pace with industrial needs, with one of the focuses of this strategy being eco-tourism and energy.

- **East Lothian Local Development Plan (LDP2):** The next local development plan is currently in the early stages of development, where public consultations to collect evidence occurred at the same time as the consultations for this evidence paper. Therefore, the document is likely to align in strategy to some extent with the Local Economy Strategy being developed as a consequence of this evidence paper.

3 Stakeholder and Community Perceptions

3.1 Preamble

- 3.1.1 Since June 2023, Stantec has been collecting stakeholder and community perceptions on key sites and activities around East Lothian. We have attended seven public consultation events, facilitated four business stakeholder focus groups, attended and facilitated two community wealth building workshops, conducted 1-2-1 calls with stakeholders, arranged focus groups with East Lothian Council officers and engaged with key groups and policy working groups.
- 3.1.2 This has allowed us to understand and gain knowledge of the priorities and preferences of a varied group which has supported us to inform the undertaking of this evidence paper. Feedback from these engagements were thematically analysed, providing understanding of East Lothian's economic competitiveness, skills development, and community wealth building. This analysis is laid out in the sections below.

3.2 Developing Economically Competitive Places

Creating Vibrant High Streets

- 3.2.1 There seems to be a community understanding of the importance of high streets to the local economy. Vibrant high streets would increase the attractiveness of the towns in East Lothian, reduce the need for residents to travel to Edinburgh to shop and become centres of employment. However, stakeholders feel that the high streets have lost some of their competitiveness.
- 3.2.2 Some opined that the number and variety of services on offer were limited. There seems to be a need for more permanent banking services, with post offices being overstretched. There also seems to be a trend of chain stores replacing local businesses, which could be due to the increasing cost of leases.
- 3.2.3 Another common issue in many towns seemed to be the challenges with parking and traffic near the high streets. In North Berwick, narrow pavements were also a problem proved to be a deterrent for many residents.

Developing Employment Land

- 3.2.4 Employment land in East Lothian is typically allocated on the basis of settlement development. However, stakeholders feel that not much is done to develop and promote such sites. Many thought that the low availability of serviced offices and light industrial spaces was a barrier to growth opportunities.

Improving Transport Connectivity

- 3.2.5 The challenges associated with transport connectivity was a key theme across East Lothian, whether the feedback is analysed geographically or based on stakeholder grouping. Generally, services seem to have not caught up to the growth in settlements. Buses to and from rural areas seem to be very limited. Moreover, while residents of the towns closer to Edinburgh agreed that bus connectivity to and from the city was adequate, connectivity between East Lothian towns was limited. For elderly residents who may not be able to drive and have a limited spending capacity, the bus service is vital. However, many such residents shared stories of being unable to access healthcare due to the availability and limited time schedule of the bus service between the towns. Many residents thought that an on-demand bus service or a subsidised taxi service would improve connectivity substantially.

- 3.2.6 Rail connectivity was also a challenge, not only for residents but for businesses as well. Residents shared the difficulties of travel due to the limited number of trains during the weekends. A particular concern was the lack of rail options for late hours. Businesses found attracting employees from Edinburgh difficult due to the limited bus and train services. However, there was the acknowledgement that adding more services may not be commercially viable for the service providers, so may need to be subsidised for it to work.
- 3.2.7 Moreover, businesses focused on Tourism also found it challenging to attract visitors with the limited transport connectivity. However, a previously trialled shuttle service between some distilleries and Edinburgh seems to have produced mixed results. Similar connectivity concerns were raised by those travelling to and from Queen Margaret University and Edinburgh College.
- 3.2.8 Cars are a necessity in East Lothian, particularly due to the limitations of bus and rail connectivity. However, car travel also has its challenges. There seems to be a need for more parking, particularly in Dunbar and North Berwick. However, residents generally do not favour the sight of car parks. At the same time, residents in these towns as well as others, such as Tranent, thought traffic near the high streets was excessive due to the space taken up by parked vehicles.
- 3.2.9 While active travel provisions are improving, stakeholders opined that not much was done to promote these routes. Moreover, retail sites and other services on active travel routes were limited, making long journeys on these routes challenging.

Improving Broadband Connectivity

- 3.2.10 While East Lothian Council seems to be focused on alleviating connectivity issues, there seems to be a significant gap between broadband need and service availability. While rural areas of East Lothian are particularly affected, this seems to be an issue in some of the larger towns as well. Moreover, cell service also seems to be limited.
- 3.2.11 The connectivity issues in the area are affecting businesses. Single businesses find it very difficult to connect to broadband. The problem seems to be bad enough to deter new businesses to opening in the area.

Maximising the Potential of our Rural Communities

- 3.2.12 The rural areas of East Lothian have a significant role to play in the local economy. These areas can support businesses in a number of sectors, from manufacturing to tourism to agriculture. Further, these areas can be attractive alternatives to city living for professionals—particularly given the rise of home and flexible working. However, the transport and broadband connectivity issues in East Lothian can be a major prohibitive factor in maximising this potential.

3.3 Developing a Skilled Workforce

Meeting the Needs of our Businesses

- 3.3.1 There seems to be a skills gap in East Lothian in several sectors. These include in the food and drink industry as well as in the energy and in heritage and tourism sectors. Manufacturing, construction, and social care are other sectors facing unfulfilled demand. The skills gap is due to a number of factors, including the lack of interest from young people in some professions, the lack of training opportunities and the difficulty of attracting and retaining staff due to transport issues.

- 3.3.2 There is a need for better collaboration between employers, schools, and training providers to address the gap. This could involve providing more work experience opportunities for young people, offering apprenticeships and other training programmes, and improving the transport linkages within East Lothian as well as to Edinburgh and beyond. There is also a need to making East Lothian a more attractive place for young people, by highlighting the benefits of living and working here, such as the good quality of life, the available green space and the community aspect.
- 3.3.3 In addition to the skills gap, there is also a gender imbalance in some sectors, such as in engineering and offshore energy. In terms of what is currently working well, residents acknowledged that social enterprise organisations such as The Ridge play an important role. However, there seems to be some concern that such organisations are not sufficiently resourced.
- 3.3.4 An interesting component of the engagement with stakeholders was a conversation on what an East Lothian of the future will require in terms of skills. Here, the development of new industries, such as aquaculture and agriculture technology, could create new jobs and opportunities for skills development. Moreover, the growth of tourism could create jobs in hospitality, catering, and other sectors. Further, there seemed to be some acknowledgement that skills development and growth opportunities cannot be considered in a vacuum without understanding the needs, wants and possibilities connected to the economies of Edinburgh and other neighbouring councils.

Meeting the Needs of Our Communities

- 3.3.5 Residents from multiple communities voiced similar concerns about certain lacking in community infrastructure. One key theme was that community infrastructure, including NHS, dental and library services have not kept pace with the rise in population. Some of this can be linked to transport connectivity issues, but it seems that in many cases the new settlements cropping up in East Lothian do not have this infrastructure, thereby straining the load in older settlements. Residents also mentioned that many communities do not even have convenience stores in their area, necessitating the need to drive 'even for a pint of milk'. This theme further extends to other community infrastructure such as schools.
- 3.3.6 Another major issue in certain areas, such as Dunbar, seems to be the replacement of NHS dentist services with private providers in the high streets. Those who rely on public dentistry services now must travel further to find a dentist to register with, and then have reduced access due to bus and rail schedules as mentioned previously.
- 3.3.7 In terms of housing, there seems to be a shortage of affordable housing as well as properties with accessibility features for the elderly. As key workers cannot afford to live in East Lothian, they have to commute from the surrounding region. It seems any significant weather events, such as Beast from the East in 2019, can potentially block connectivity to Edinburgh which in turn can prohibit key workers from coming into work. This can cause social and elderly care systems to fail. As weather events become more frequent, finding affordable housing for key workers within East Lothian may become a matter of climate resilience.

Broadening the Labour Pool

- 3.3.8 There has been significant investment from local and national government to support delivery of employability support services and initial labour market growth. During consultation it was found that East Lothian works is supporting development of young people, parents and adults learning/reskilling and training. In East Lothian there are two customer groups regarding employability services. Firstly, there are the individuals seeking to progress in the labour market and employers who can provide job opportunities. Support needs to be provided to these key groups to broaden the labour pool.

- 3.3.9 Presently in East Lothian, there is a threat of labour market shortages which has been impacted by many factors including the COVID19 pandemic, Brexit and increase in the cost of living. These factors have had an impact on poverty rates in particular in-work poverty. There has been an increase in numbers of economically inactive residents due to health and wellbeing issues.
- 3.3.10 Those individuals who fall in the category of long term unemployed need opportunities to work with public and third sector to create intermediate labour market opportunities. East Lothian works are pushing to action the creation of new innovative programmes to engage those furthest away from the labour market and support with multiple barriers that they face.
- 3.3.11 As part of the 'No One Left Behind Delivery plan' (which was shared during the consultation period) the aims and objectives look to align with the approach to national and local employability support in Scotland. This reflects the need to shape a more coherent employability provision that meets local need and supports good population health while aligning with East Lothians Local Outcome improvement plan 2017-2027 and National Performance Framework.

3.4 Strengthening Key Sectors

Sustainable Energy

- 3.4.1 East Lothian has great potential in pivoting towards onshore and offshore wind to replace the energy and employment gap left by the UK's necessary decision to close unsustainable fuel-based power stations. However, the industry currently cannot find a large enough talent pool to service the sector.
- 3.4.2 There are opportunities not only in energy itself, but in the construction of the infrastructure needed for energy production and storage. To keep the benefits locally, there must be a sustainable level of local talent willing and able to work in construction, but currently a skill gap exists that means such jobs are filled by people outside of East Lothian.
- 3.4.3 The industry itself is thriving, and the projects available are wide and varied. Moreover, there may be sustained decommissioning work to be found at the Torness Power Station for another decade or so.

Food & Drink

- 3.4.4 Food and beverages are important sectors for East Lothian. The area is home to large distilleries, breweries, and a number of award-winning producers of fresh produce, seafood and dairy products. These industries already employ many, and have the potential to create new jobs and boost economic growth in East Lothian for years to come. Queen Margaret University also supports the sector, with plans for an innovation hub geared specifically towards food and drinks. Many believe that the internet and online shopping presents an opportunity for East Lothian food and drinks companies to expand their business.
- 3.4.5 However, stakeholders believe are finding it hard to hire or retain necessary talent. Some businesses have tried to fill specialist roles with workers from Edinburgh—after being unable to find local talent—but find it difficult to fill vacancies due to the troubles with transport connectivity. Similarly, many businesses cannot find workers to fill vacancies in low skilled roles because people cannot afford to live in the area and find public transportation to be challenging.
- 3.4.6 Another major issue faced by these industries is in finding buyers for their products. While the larger businesses have the customers, industry stakeholders believe that smaller producers also have fantastic product but have not been able to market this. The council's Food and Drink Action Plan has outlined strategies to support the sector promoting local products and

brands to a wider market, but stakeholders feel that much more can be done in this respect. Some stakeholders have also found it difficult to expand in terms of space as their businesses have grown.

Tourism

- 3.4.7 The tourism sector in East Lothian generates over £38 million in visitor spend a year and offers a diverse set of experiences, such as golf, coastal walking, beaches, historic towns, bird watching and whiskey tasting. But there is potential for more growth. For that, there is a need for a coordinated tourism strategy that brings together all stakeholders, including businesses, the council, and the community. There is significant room for that strategy to focus on sustainable tourism that benefits the local economy.
- 3.4.8 Stakeholders identified a need to compete with Edinburgh by offering cheaper accommodation. Many pointed out that it would be easier to use the area's tourism offer and market it as an added value to those international tourists already coming in to experience Edinburgh. However, to do so, stakeholders felt there was a need to improve public transport links to make it easier for visitors to get to attractions around East Lothian.
- 3.4.9 Stakeholders saw an opportunity for the council to lead the development of the coordinated strategy and the joined-up marketing, along with providing more support to individual businesses in the form of grants.
- 3.4.10 In terms of sectors with potential, besides the sectors mentioned above, stakeholders felt that there was an opportunity to promote film tourism, as the area has been receiving more inquiries, as well as walking and cycling experiences with the necessary infrastructure.

Support to the Wider Business Community

- 3.4.11 While the East Lothian Council offers support in the form of grants, financing and planning support, stakeholders from the business community have felt that more could be done to boost growth. For one, it seems that while opportunities for funding and financing are available—like the council's upcoming plans to roll out an innovation patient financing scheme and Scottish Enterprise support—many have complained of the rigmarole associated with applications. Businesses may not have the time to complete complex applications for funding, and often pay consultants to write these for them. However, this increases the costs associated with funding, which is particularly stressful when the economic climate is poor.
- 3.4.12 Various sources of funding and support also have their own set of requirements, which can be confusing and time consuming to navigate, increasing barriers to access. Moreover, the process of accessing the funds post application can be slow and bureaucratic, which can affect businesses' growth plans.
- 3.4.13 Stakeholders also believe that the lack of availability of serviced offices and light industrial spaces has been hampering growth. At the same time, with planning is often perceived as a bottleneck that is holding up development and investment opportunities. Some stakeholders understand that the council's resource crunch is a key reason for the bottleneck and want to offer resources to the Planning department to speed up processing times. However, current guidelines and potential conflicts of interest mean that this is currently not feasible.
- 3.4.14 The stakeholders we engaged with from the business community had some recommendations on how the council can support business growth. One of the was to create a central point for businesses to access information about funding and support. One of the features of this would be to provide streamlined funding application support. Another suggestion was to help improve the coordination between the different organisations that provide funding and support.

Support to Community owned businesses & Third sector organisations

- 3.4.15 There are many community owned businesses in East Lothian who are all playing a key role in supporting the local community. The Ridge, in Dunbar, is the only successful community asset transfer which has taken place in East Lothian. This charity provides training and support to help people find employment in the local area and is supporting growth in the local community. East Lothian council has ambitions to support more community asset transfers and to use more of their vacant buildings to support third sector organisations in the area to deliver their integral services.
- 3.4.16 Following our internal focus groups with East Lothian staff, it was found that there is funding available through UKSPF and community led economy funding to build capacity within community organisations. It was highlighted that there are further funding streams that these organisations will be able to access, that is not available to the council and that this needs to be emphasised as further funding support however there are capacity issues for completing funding applications and further training needs to be given.
- 3.4.17 The business gateway service delivered by East Lothian Council, is a strong asset to the area and they work alongside many community owned businesses to support local areas in East Lothian. Over recent years, funding has been reduced and continuing to deliver this service has been limited in regards to monetary support but the team have continued to deliver guidance and advice and stretch their limited funding to reach businesses and third sector organisations. It was reported that a recent call for applications on a funding pot from the Scottish government to support local community businesses was over subscribed for around triple the amount of funding available. This is a reoccurring issue for businesses in the area.

3.5 Maximising the Potential of our Strategic Sites

Cockenzie

- 3.5.1 There are plans in place from 2019, as laid out in the Cockenzie and Port Seton Waterfront Masterplan, to redevelop the area. The plans include the restoration of the Cockenzie Power Station into a visitor attraction and creative hub, the construction of new homes in the area and the creation of a commercial and retail space in the area, among others. Stakeholders from the larger community did not have much to say about the site, except for hopes that the iconic stacks of the Station can be repurposed can saved.
- 3.5.2 Overall, residents were keen to talk about other issues. However, the site remains an important one, particularly to promote future economic growth and local economy resilience. On that note, plans developing from within the council to source energy in the form of water-based heat network are particularly promising. There seems to be potential on the site to source enough heat to supply most of East Lothian and perhaps sell some to neighbouring areas, such as Edinburgh. This could also boost employment in the area and have some high spillover effects, with over 300 plumbers needed to connect homes to the heat network.

Blindwells

- 3.5.3 Blindwells has for the most part received unfavourable attention from most consultees. While there is an overarching understanding for the need for more housing developments, given the sustained and rapid population growth, there is wide agreement with the fact that community infrastructure has not kept pace with the housing development, which seems to be the challenge for most new housing developments in East Lothian.
- 3.5.4 There has also been some criticism surrounding the type of housing being developed, with most agreeing that there is a shortage of affordable housing which has affected other sectors, such as retail and social care, as well. There seems to be agreement among the community and other stakeholders that council planners need to help the developers connect with the

local community, and there needs to be more structure in place around consent so that developers develop infrastructure in line with new development.

Edinburgh Innovation Park

- 3.5.5 The Edinburgh Innovation Park is a planned mixed-use development being developed by Queen Margaret University and the council. It is envisioned as a hub for innovation and entrepreneurship in the food and drink sectors. Along with space for a world-class innovation and research hub, the site will also feature a new school, a commercial zone and active transport facilities. The anchor for the site will be the aforementioned Food and Drink Innovation Hub, run by the University.
- 3.5.6 There seems to be wide spread support for the site, given the acknowledgement by stakeholders that East Lothian has untapped potential in the Food and Drink sectors. It also ensures more education and research investment in East Lothian, which usually lags behind Edinburgh in investment and opportunity in education. One direct note by some residents is the hope for good bus connectivity to the site from across East Lothian as well as neighbouring areas.
- 3.5.7 The only negative perception about the site stems from stakeholders' belief that this is the only major recent investment in higher education, research and skills in the area. Given the need for workers in other skilled or semi-skilled sectors, such as in engineering, advanced construction, and heat networks, among others, stakeholders want more training and education offers to be developed within East Lothian.

3.6 Building Community Wealth

- 3.6.1 As part of the development of the East Lothian Local Economy Strategy, Stantec is seeking to embed the concept of Community Wealth Building (CWB) as a 'Golden Thread' throughout the objectives, projects, actions, and monitoring indicators of the Strategy. To assist with this, Stantec has sub-contracted Matthew Baqueriza-Jackson to provide advice and guidance as to what CWB is and how it fits in local economic strategy, what is already happening around CWB in Scotland, what East Lothian Council and partners are already doing around CWB, and how CWB can be integrated across the East Lothian Economy Strategy.
- 3.6.2 The following section of the evidence paper details the key findings of the diagnostic undertaken by Matthew of CWB activity already happening in East Lothian, together with some initial actions for inclusion the Local Economy Strategy. This section of the Evidence Paper should be read alongside the diagnostic (which explains the concept of Community Wealth Building) and has been developed through the facilitation of workshops with the East Lothian Community Wealth Building Working Group in June and August 2023.

Existing Community Wealth Building Activity in East Lothian

- 3.6.3 During the workshop, we looked to diagnose what East Lothian Council and partners are already doing around CWB, both in overarching terms and in relation to each of the five 'Pillars'. We have utilised the below tool and Red, Amber, Green ratings to make the assessment of East Lothian's baseline position.

Table 3.1: Baseline Position: Overarching

Activity	Assessment	Commentary
Political Buy-in		Community Wealth Building is seen by Elected Members at East Lothian Council as an important agenda for the future of the economy of the locality. It is recognised that CWB is framed by national strategy and potentially future legislation and is something that the Council and other partners need to respond to. There is a recognition that CWB is not something new and East Lothian Council, in particular has been working for years to maximise the impact of procurement spend, for example. CWB presents the opportunity to recalibrate what East Lothian is looking to achieve and bring together the 'Pillars' of activity coherently. There is a need to ensure that political parties, officers, and Anchor Institutions work together on realising the principles of CWB and the wider objectives of the Local Economy Strategy.
CWB Working Group		The workshop undertaken in July 2023 formed part of an existing meeting of the East Lothian CWB Working Group. Led by the Policy Team at the Council, but with strong departmental representation and from the wider public sector and third sector, the CWB Working Group appears to be a good vehicle to take forward CWB activities in the short term and to develop a CWB Action Plan. It is also a useful governance mechanism for informing the 'golden threading' of CWB through the longer-term Local Economy Strategy, and particularly in terms of its overarching objectives and principles and in specific longer term actions.
Embedding CWB in Strategy		The concept of CWB is not new in East Lothian – indeed East Lothian Council has been working on aspects such as Community Benefit Clauses for a significant period of time. There is however recognition that embedding it into strategy and everyday working within the Council and wider (Community) Anchor Institutions will take time. CWB requires a cultural shift across not only local politicians but also all staff within the local authority and wider (Community) Anchor Institutions. There is also a recognition of the need for communities to become aware of CWB and its potential impact on addressing local economic, social, and environmental challenges. There is also a need to reflect upon how CWB will have implications for the six area partnerships and upon existing projects around participatory budgeting, for example.

Table 3.2: Baseline Position: Progressive Procurement.

Activity	Assessment	Commentary
Spend Analysis		East Lothian Council utilises Spikes Cavell to undertake annual analysis of where procurement spend goes geographically, sectorally and in business type terms. There is an understanding geographically of the amount of money spent in East Lothian, the Lothians, and the wider Capital and South Scotland City-Region. East Lothian Council is also encouraging other (Community) Anchor Institutions to undertake such analysis, and which is framed by a new Procurement Strategy and an overarching objective for an 'East Lothian first' approach. There is a drive across the Council and wider (Community) Anchor Institutions to create new opportunities for the East Lothian business and third sector base in procurement in both East Lothian and the wider City-Region.
Procurement Working Groups		The Procurement Team at East Lothian Council and particularly the Head of Procurement is increasingly seeking to engage with other (Community) Anchor Institutions in the locality and across the Lothians to adopt the principles of the new Procurement Strategy. There is an opportunity to formalise such relationship development and influencing through a procurement specific working group.
Community Benefit Procurement Frameworks		East Lothian Council's new Procurement Strategy sets out coherently the types of wider outcomes that the Council and other partners (potentially) are seeking to realise through the process of procurement, including around contributing towards net zero and climate change and delivering community benefits. This is also accompanied by an emerging operational Community Benefit Procurement Framework which presents a clear path for commissioners to embed such considerations across the design of all goods and services. Despite the Framework, there is a recognition and honest reflection that the Council and other (Community) Anchor Institutions do not always know what the community wants when it comes to Community Benefits and that the delivery needs go beyond the provision of apprenticeships. There is also a recognition that the measurement of the impact of Community Benefits needs to improve and be evidenced as part of the contribution procurement makes to the addressing of wider local challenges such as skills.
Local Market Making		A key focus of the Local Economy Strategy for East Lothian is around creating the conditions that will enable local businesses and the voluntary, community and social enterprise sector to flourish and grow. This includes bringing employment sites into use, developing hubs and spaces for entrepreneurship and innovation and providing business support. This market development does however need to be linked to the process of procurement at East Lothian Council and other (Community) Anchor Institutions and the relationship between such Institutions and business needs to evolve so there is improved awareness of both what is being looked to be procured and what types of goods and services are available in the locality. There are a number of mechanisms that could be used to enable this to happen further, including the increasing of procurement thresholds, hosting more meet the buyer events, and using innovative methods of procurement. The Spend Analysis undertaken (1a) could also be utilised to identify particular sector gaps in local spend as a way of inspiring new entrepreneurship and product and service development.

Table 3.3: Baseline Position: Advancing fairer employment and just labour markets.

Activity	Assessment	Commentary
Employee Mapping and Re-spend		East Lothian Council has already undertaken some mapping work as to where their employees live, which provides useful evidence of the contribution made to the local economy, with other (Community) Anchor Institutions also undertaking such analysis. This analysis could however be widened out to identify wider information about demographics and inequality.
Real Living Wage		East Lothian Council and NHS Lothian are already accredited Scottish Living Wage employers as is the Third Sector Interface meaning that there is a strong commitment to ensuring that their workforces are paid fairly and have good terms and conditions. This condition to be Scottish Living Wage Employers also passes to the third sector as a condition of grant applications and awards. There is a significant opportunity to embed Scottish Living Wage principles and behaviours into businesses across East Lothian, both in terms of those procured to provide goods and services to (Community) Anchor Institutions and the wider business base.
Workforce Health and Well-Being		East Lothian Council already has some workplace policies in place around health and well-being and particularly around subsidised gym membership and access to healthcare. There is a recognition that this also links to procurement in that where possible the Council are looking to utilise in-house services and local providers to deliver such activities. This activity is also evident amongst other (Community) Anchor Institutions and through the activities of local voluntary and community sector organisations.
Direct Recruitment		Consultation undertaken as part of the development of the East Lothian Local Economy Strategy has identified key challenges around the skills of the local resident population. There is a particular mismatch between the needs of employers, including (Community) Anchor Institutions and the employability and vocational skills of residents. This means that direct recruitment from deprived neighbourhoods or of East Lothian residents can be a challenge. It is recognised that there is a need for upskilling in order for this aspect of CWB to be realised and also to contribute to related aspects and particularly local market making (1d). East Lothian Council recognises that the very nature of some front line services such as property maintenance are integral to a CWB approach through local employment opportunities and workforces.

Table 3.4: Baseline Position: Plural ownership of the economy.

Activity	Assessment	Commentary
Local market understanding		There is a strong understanding in East Lothian of the existing Voluntary Community and Social Enterprise (VCSE) Sector in terms of who organisations are, where they are based, and the types of activities they undertake. In addition, there are strong relationships between East Lothian Council and the Third Sector Interface in terms of grant arrangements and the use of Council owned and managed buildings and assets by the Sector. The Third Sector Interface is also a key partner in the Community Wealth Building Working Group. As already detailed in 1(d), there is however a need to more effectively align the activities of existing VCSE organisations to upcoming procurement opportunities at East Lothian Council and other Anchor Institutions.
Cooperative and Social Enterprise Formulation		There is a key opportunity through the Local Economy Strategy to develop and grow businesses of all types in East Lothian, and including SMEs, Social Enterprise, Cooperatives and Voluntary Organisations. There are also significant opportunities to support this development and growth through utilising key sites such as Cockenzie and the Innovation Hub to host businesses of all types, and including social enterprise and cooperatives. There is a specific opportunity to create new more socially and environmentally responsible organisations that can build upon East Lothian's tourist identity. There is also an opportunity to create Social Economy organisations that fill specific gaps that both public sector organisations and the private sector face in the procurement of services. For example, there is potential scope for the development of Care, Food and Cleaning Cooperatives.
Cooperative and Social Enterprise Support		There is a recognition in East Lothian that the Business Gateway function is an effective means through which 'conventional' businesses (both large and small) can access business support. However, there is also a recognition that the nature of this support could be both widened in terms of the types of support provided such as around social value and environmental responsibility and in terms of the nature of organisations that receive support to also include Social Economy organisations. Specific support is needed for smaller voluntary sector organisations and recognising the role of the Third Sector Interface as a broker.

Table 3.5: Baseline Position: Socially just use of land.

Activity	Assessment	Commentary
Community Benefit Clauses		East Lothian Council has a long history in embedding Community Benefit Clauses into both procurement opportunities and development activities. Given the scale of housing development in particular, there is a need to develop the approach further and importantly more effectively measure the realisations and impact of such clauses and agreements.
Land Ownership Review		East Lothian Council is currently undertaking a review of assets that are owned and managed by the local authority, with a specific focus upon office accommodation and buildings that are no longer needed to deliver direct services. The review is also engaging with communities and the Third Sector Interface to identify their needs and aspiration and scope the potential for transfer and the sustainable management of assets into the future. There is a recognition that there needs to be more proactivity around vacant buildings and that transfer should not be restricted to the VCSE sector – instead there could be scope to create business hubs for small businesses or individuals working from home but who want the flexibility of office space with like-minded organisations. Any transfer, however needs to lead to the sustainable use and management of such assets.
Community Land Trusts		No work has been undertaken in East Lothian around the development of Community Land Trusts.
Ownership Transfer		Some work has already been undertaken in East Lothian around the transfer of assets from the Council and other (Community) Anchor Institutions to VCSE sector organisations. However, for the VCSE sector this has been challenging, given the condition of some of the assets, and the lack of available support to help them through the process of transfer. It has also been challenging for the Council, in particular, in ensuring that transfer is both realistic and sustainable. There is a need for support and funding to assist VCSE organisations in the process of sustainable asset transfer.

Table 3.6: Baseline Position: Making financial power work for local places.

Activity	Assessment	Description
<i>Outsourcing Review</i>		East Lothian Council has already recognised some of the challenges associated with outsourced services and their capability to deliver local economic, social and environmental benefits. There is a recognition that there is potential scope to bring services around waste and leisure back in-house, together with some other core services.
<i>Community Banks</i>		Like many areas across the UK, Community Banks have not been developed in East Lothian as a result of legislative challenges and the fact that such banks are often developed at city-regional or regional scale. However, recognising the many challenges that SMEs in particular face around accessing start-up capital and wider finance, East Lothian does have East Lothian Investments in place which provides finance to SMEs and other organisations to develop new and innovative activities.
<i>Pension Fund Influencing</i>		In the context of the Edinburgh Capital Region, East Lothian Council and other partners in the Pension Fund are seeking to influence investments – there has been a particular focus upon using Pension Funds to invest in social housing developments. Again, this is relatively difficult to influence directly at the local level.
<i>Credit Union Formulation</i>		East Lothian already has in place a branch of the Capital Credit Union and which is hosted by the Third Sector Interface. It is recognised that there is no need for the formulation of a further Credit Union – there is however a need to raise awareness of the existing Credit Union more effectively, particularly in rural communities.

Proposed Actions for Inclusion in the Local Economy Strategy

3.6.4 The Local Economy Strategy should have Community Wealth Building aims and objectives and measures flowing through it. In broad terms, the Strategy should be looking to (it should be noted that these aims and objectives will be fleshed out in more detail as the Strategy development evolves):

- Ensure that all activities bring maximum local economic benefit for East Lothian.
- Seek to maximise the amount of spending undertaken with local businesses, SMEs and Social Economy organisations, and where not possible seek to maximise the local economic, social and environmental benefits delivered through spending.
- Seek to ensure that all organisations with a base in East Lothian behave in socially and environmentally responsible ways.
- Seek to harness the potential of East Lothian assets (human, financial, and physical) for the benefit of the East Lothian economy, organisations within East Lothian, and the people of East Lothian.
- Seek to maximise the benefit of development and inward investment for the benefit of the people of East Lothian.

3.6.5 In addition to having Community Wealth Building as a 'Golden Thread', the following medium to long-term actions should be included in the East Lothian Local Economy Strategy and for realisation in the next 10 years.

Action 1 – Support market-shaping for existing organisations

East Lothian Council, through the Business Gateway should look to provide dedicated support, capacity-building and advice for existing local SMEs and VCSE sector organisations so that they can engage in procurement processes more effectively. The types of organisations engaged with should be framed by types of goods and services identified as 'gaps' in Action 6 of the CWB actions.

Action 2 – Support development of new Social Economy Organisations

Again, using the Business Gateway and the Third Sector Interface, East Lothian Council and other (Community) Anchor Institution Partners should look to support the development of new Social Economy Organisations. The focus of these organisations should be again aligned to the goods and services identified as gaps in Action 6 of the CWB actions. They should also be focused upon activities which can potentially partly populate under-utilised assets in East Lothian, notably around addressing climate change, and in harnessing the opportunities presented by tourism.

Action 3 – Provide dedicated business support for Social Economy Organisations

Utilising the Business Gateway and the Third Sector Interface, more support should be provided to Social Economy Organisations, and that goes beyond support around procurement. This should include access to advice around access to grant funding and sustainable asset transfer and management.

Action 4 – Enhance skills provision, work in schools and employability activities

East Lothian Council and (Community) Anchor Institution Partners should look to undertake further work with young people in order to retain talent, address basic employability issues, and develop new entrepreneurial skills and enterprises. Retaining talent in East Lothian was identified as a key challenge during the community consultation for the Local Economy Strategy and the principles and

'pillars' of CWB should be a key way of retaining that talent, whether that be the creation of new enterprises or supporting young people into employment opportunities with suppliers.

Action 5 - Development of East Lothian Employment Charter

East Lothian Council, other (Community) Anchor Institutions, the Third Sector Interface, and the business sector should develop an Employment Charter for East Lothian. This would set out expectations for all employers based in East Lothian or delivering services through procurement around, pay, terms and conditions, health and well-being practices and other facets of being a good employer.

Action 6 - Land Ownership Review and review of assets of other (Community) Anchor Institutions

A review should be undertaken of all land in East Lothian to understand its ownership and to scope whether it could be utilised in more socially and environmentally responsible ways. Other (Community) Anchor Institutions should also undertake a review of their assets and scope their potential for use after usual operating hours, by Social Economy Organisations, and for sustainable transfer to other organisations.

Action 7 - Asset Transfer Action Plan, with support for Social Economy Organisations

Using the existing East Lothian Council Asset Review and the wider Land Ownership and Anchor Institution Asset Review, East Lothian Council and Partners should develop an Asset Transfer Action Plan which focused upon both VCSE organisations and SMEs and looks to provide support to Social Economy Organisations in the sustainable transfer of assets, and supports the creation of business hubs for both SMEs and large multinationals, whose workforce wants to work remotely but not from home.

4 Conclusions & Next Steps

4.1 Conclusions

- 4.1.1 This project has identified a number of significant strengths in the East Lothian economy, including a rapidly growing and well-educated population; a high quality reputation for its food & drink offer; attractive visitor destinations; natural resources and infrastructure that make the area well placed to target opportunities in renewable energy; high quality east-west transport links and an active and engaged community and third sector.
- 4.1.2 However, the research has also identified a range of factors that could constrain the area's future development, including a shortage of technical skills; low business productivity; poor north-south connectivity links and a shortage of business expansion land.

4.2 Next Steps

- 4.2.1 The next stages towards the development and delivery of the local economy plan will be as follows:
- **Evidence paper refinement & validation:** we will seek feedback from East Lothian economy stakeholders and will redraft this document to incorporate this feedback; new data as an when it is published; and the outcomes of the outstanding stakeholder consultations that are still in our diaries.
 - **Vision & objective setting workshop:** we will facilitate a workshop with local economy stakeholders to reach a collective view of what the future vision and objectives of the East Lothian economy should be, building on the evidence presented in this document.
 - **Develop actions 'long list':** we will prepare a long list of potential interventions that East Lothian can take to build on its areas of strength, address its areas of weakness, and respond to changes in the external environment.
 - **Identify priority actions;** we will facilitate a workshop with you to assess each of these long-listed options against the vision and objectives, and identify a short-list for inclusion in the strategy action plan.
 - **Further scope & define priority actions:** we will work with identified project leads on the short-listed projects to further scope and define these.
 - **Develop monitoring framework:** we will identify a set of performance measures that can be used to assess the impact of the proposed activities in delivering on the strategy's vision and objectives, together with a timescale and approach for measuring and reporting these.
 - **Develop strategy & action planning:** we will prepare a strategy and action plan setting out the outcomes of all of the tasks above.
 - **Strategy approval:** the strategy will be submitted to Council for approval at its February 2024 meeting.
 - **Ongoing monitoring:** we will continue to support East Lothian Council in the ongoing monitoring of the strategy up until Spring 2028.

Appendix A Stakeholders Consulted With

List of groups and individuals we have engaged with:

Existing events and groups consulted
Community Wealth Building Working Group
Connected Economies Group
Rural Economy Group
Development Group
East Lothian Energy Conference
MSP's Business Forum

Business focus groups	
Who	Company
Aaron Johnston	Scottish Battlefield Trust
Alasdair Smart	Scotrail
Callum Mark	Fox Lake Adventures
David Sweeney	NG Offshore wind
Emma Bouglet	Scotland's Food Drink County
Gabe Fella	Hargreaves Land
George Mackintosh	Papple Farm Steading
Gordon Falconer	ZoT Engineering
Heather Baxter	Maple Cottage B&B
Jack Worden	Haddington Heritage and History
Joe Goldblatt	Battle of Prestons Trust
Kirsty Innes	East Lothian Tourism Attractions group
Martin Ward	HADFAB
Neil Christison	Visit Scotland
Rachel Syderserff	Historic Environment Scotland (HES)
Sir Francis Ogilvy	Winton Castle
Steve Mclean	National Museum of Flight
Steven Surgeon	Belhaven Brewery
Trudi Cueto	Carfrae Farm

1-2-1 contacts	
Who	Company
Alison Hood	EL Works - Team Manager, Education & Employability
Andy Stewart	ELC - PM - Blindwells and Regional Prosperity Framework (and Cockenzie)
Catherine Molloy	ELC - PM - QMU Hub/EIP
Douglas Proudfoot	ELC - Executive Director of Place
Graham Marsden	ELC - PM - Cockenzie development
Mark McMullen	Scottish Enterprise
Martin Hayman	ELC - District Heating Officer
Monica Patterson	ELC - Chief Executive
Peter Ford	Premium Bakery and Chair of CEG
Peter Forsyth	ELC - Rail & Active travel lead at ELC
Ray Montgomery	ELC - PM, Cockenzie site current activity

East Lothian Council - Internal discussion contacts	
Who	Role at East Lothian Council
Alan Stubbs	Roads
Alison Hood	Team Manager - Education and Employability
Andrew Mackenzie	Business Growth
Billy Agnew	Economic Development - Digital Connectivity and Prestongrange Heritage
Caitlin McCorry	Service Manager - Connected Communities
Caroline Rodgers	Customer Services - Library and Museums
Chris Hall	Development & Business Support Team Leader
Claire Dutton	Economic Development
Colin Gilmour	Senior Officer - Regeneration
Elaine Carmichael	Team Manager - Economic Development
Eleanor Hayman	Team Manager - Procurement
Ellie Dunnet	Head of Finance
Emma Brown	Connected Communities Manager
Gary Miller	Infrastructure & Procurement Manager
Jackie Gardiner	Economic Development - Tourism
Jamie Baker	Service Manager - Economic Development
Jayne Adamson	Community Development Officer
Katrina Cummings	Economic Development - Business Development Administration officer
Keith McDonald	Rent Income Officer
Lucy Higginson	Policy Officer: Poverty and Equality
Martin Hayman	District heating officer
Matthew Foulds	Economic Development
Paul Zocowski	Planning Department
Rebecca Pringle	Team Manager - Housing Strategy
Robin Edgar	Planning Department
Steven Newlin	Business Gateway

Appendix B Community Engagement Events Undertaken

Public Consultation Events June 2023				
Date	Where	Time	Who	Purpose
Tuesday 13th June	Musselburgh - Regent Room and/or concourse Brunton Hall, Ladywell Way, Musselburgh EH21 6AF	2-7pm	Open to the Public	Public consultation event
Friday 16th June	North Berwick - Hope rooms, 34 Forth Street, North Berwick EH39 4JD	1-3.45pm	Open to the Public	Public consultation event
Monday 19th June	Haddington - Star room, John Gray centre, 15 Lodge St, Haddington EH41 3DX	2.30-6.30pm	Open to the Public	Public consultation event
Thursday 22nd June	Dunbar - Bleachingfield, Countess Crescent, Dunbar EH42 1DX	5-8pm	Open to the Public	Public consultation event
Monday 26 th June	Prestonpans - Pennypit Community centre, Double Dykes, Rope Walk, Prestonpans EH32 9BN	4.30-7.45pm	Open to the Public	Public consultation event
Tuesday 27th June	Musselburgh East - Community learning centre, Haddington Rd, Musselburgh EH21 8JJ	12.30-5.45pm	Open to the Public	Public consultation event
Wednesday 28 th June	Tranent - Fraser Centre, 3 Winton Place, Tranent EH33 1AF	4.30-7.45pm	Open to the Public	Public consultation event

Week commencing	Sep-23				Oct-23					Nov-23				Dec-23				Jan-24					Feb-24				Mar-28					
	4	11	18	25	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	5	12	19	26	6	13	20	27		
Drafting Evidence Paper	[Bar from Sep 4 to Oct 9]																															
1-2-1 interviews, Completion of community engagement and e-survey	[Bar from Sep 4 to Oct 2]																															
Identifying and Developing priority actions and objectives	[Bar from Sep 4 to Oct 9]																															
Developing action plan and benefit realisation framework				[Bar from Sep 25 to Oct 16]																												
Developing draft report				[Bar from Sep 25 to Oct 23]																												
Workshopping draft report											[Bar from Nov 13 to Nov 20]																					
Local Economy Strategy drafting											[Bar from Oct 23 to Dec 11]																					
Local Economy Strategy edits and finalisation																		[Bar from Jan 1 to Jan 22]														
Report to Committee																							[Bar from Feb 12 to Feb 19]									
Monitoring and Evaluation																										[Bar from Feb 26 to Mar 6]		[Bar from Mar 13 to Mar 27]				

Date	Performance Monitoring / Inspection Reports	Other Reports / Reports Requested by Members
21 September 2023	Q1 2023/24 Performance	Child Protection & Safeguarding – Action Plan Poverty and Equality Indicators Economic Development – Strategy Development
14 December 2023	Q2 2023/24 Performance Health and Social Care Partnership Performance Report	Roads Asset Management – Annual Status and Options Report 2023 2022-23 Landlord Report Use and Management of Glyphosate Across the County Homelessness
7 March 2024	Q3 2023/24 Performance	Local Government Benchmarking Framework Report for 2022-23 tbc Review of Implementation of 1140 Hours Policy
20 June 2024	Q4 2023/24 Performance	Top 50 Annual Indicators Customer Feedback Report for 2023 – 24 Local Government Benchmarking Framework Report for 2022-23 tbc