



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

THURSDAY 18 SEPTEMBER 2025  
COUNCIL CHAMBER, TOWNHOUSE, HADDINGTON/  
DIGITAL MEETING FACILITY

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**Committee Members Present:**

Councillor R Bennett (r)  
Councillor J Findlay  
Councillor LA Menzies  
Councillor C McFarlane\*

Councillor D Collins (r)  
Councillor L Jardine, Convener  
Councillor S McIntosh(r)

**Other Councillors Present:**

Councillor A Forrest (r)

**Council Officials Present:**

Ms H Barnett, Head of Corporate Support  
Ms L Brown, Executive Director for Education & Children's Services  
Ms M Cockburn, Transformation and Digital Portfolio Manager  
Mr S Cooper, Service Manager, Communications  
Mr K Dingwall, Service Manager, Planning  
Ms E Dunnet, Head of Finance  
Ms S Fortune, Executive Director for Council Resources  
Mr D Hood, Head of Operations, ELHSCP  
Mr E John, Head of Communities and Partnerships  
Ms W McGuire, Head of Housing  
Mr T Reid, Head of Infrastructure  
Mr L Rockey, Chief Executive  
Mr G Stewart, Policy Officer (Performance)  
Ms A Stubbs, Service Manager for Roads  
Ms R Aston, Service Manager – Housing Strategy, Policy & Performance  
Ms J Fraser, General Manager – Children's Services

**Clerk:**

Ms F Currie, Committees Officer

**Apologies:**

Councillor N Gilbert  
Councillor C Yorkston (\*substitute)

**Declarations of Interest:**

None

*(r) = remote attendee*

The clerk advised that the meeting was being held as a hybrid meeting; that the meeting would be recorded; and that it would be made available via the Council's website as a webcast, in order to allow public access to the democratic process in East Lothian. She noted that the Council was the data controller under the Data Protection Act 2018; that data collected as part of the recording would be retained in accordance with the Council's policy on record retention; and that the webcast of the meeting would be publicly available for five years from the date of the meeting.

The clerk recorded the attendance of Committee members by roll call.

**1. MINUTES FOR APPROVAL: PPRC, 12 June 2025**

The minutes of the PPRC meeting on 12 June 2025 were approved.

**2. ACTION NOTE: SESSION 2025/26**

The Convener invited comments from Members on the action note and sought approval to close items 9 and 25/01 - 25/08, as recommended.

**Decision**

The Committee approved the closure of the items highlighted in the Action Note.

**3. WORK PROGRAMME – SESSION 2025/26**

The Convener invited Members to comment or make additions to the work programme.

The Convener suggested coming back to this item at end of meeting to see if any additional reports were required as a result of today's discussions.

**4. POLICY AND PERFORMANCE REVIEW COMMITTEE (PPRC) DEVELOPMENT PLAN 2025-2027**

A report was submitted by the Executive Director for Council Resources presenting the PPRC Development Plan to the Committee for approval.

The Head of Council Support, Hayley Barnett, presented the report. She outlined the background to the plan, the two key areas of focus and the 10 actions contained in the plan. To ensure that these actions were regularly tracked and monitored, the Development Plan would be added as a standing item to future PPRC agendas.

Ms Barnett replied to questions from Members on using the development plan as a tool to raise issues which may require scrutiny by the Committee and to support more intensive interrogation of the Council's strategic priorities.

The Convener said she would welcome conversations with Members and senior officers between meetings to help shape agendas.

There followed a debate, with Members welcoming the plan and noting the benefits already received from the information provided. It was noted that that the plan would be useful in helping to strengthen Members' ability to scrutinise high impact areas and would ensure that the Members were in a better position to focus on the most important strategic areas.

The Convener moved to a roll call vote on the recommendations.

### **Decision**

The Committee agreed, unanimously, to approve the PPRC Development Plan 2025-2027.

### **5. Q1 2025/26 PERFORMANCE REPORTS: HEAD OF FINANCE AND HEAD OF INFRASTRUCTURE**

A report was submitted by the Executive Director for Council Resources providing Members with information regarding the performance of the Finance and Infrastructure services during Q1 2025/26 (April – June 2025).

The Transformation & Digital Portfolio Manager, Michelle Cockburn, presented the report advising that this was the first set of tactical reports as agreed by the Committee at its June meeting. She invited feedback on the format as a way to better support the Committee's scrutiny role. The reports would be brought forward in line with the work programme and any additional reports would be highlighted and added to the Members' Library.

In response to a question from the Convener, Ms Cockburn confirmed that the revised format had been considered by the Council Management Team and had been well received.

The Head of Finance, Ellie Dunnet, presented the Q1 performance report for Finance. She drew attention to key areas and challenges for the service noting that, overall, the report showed resilience within the service despite continued pressure.

Ms Dunnet responded to questions from Members on staff resources to support the migration of Universal Credit, delays in aspects of implementation of digital systems and the administration of community care grants.

The Head of Infrastructure, Tom Reid, presented the Q1 performance report for his service. He highlighted areas where work was on target and noted that staffing remained a significant challenge that was impacting on the delivery of some strategic priorities, however, work was ongoing to address this. He drew attention to the numbers and response rate for Freedom of Information/Environmental Information Regulation requests and complaints which had remained steady despite the staffing challenges.

Officers responded to questions from Members on progress with the parking management strategies for North Berwick and other towns; a refresh of the travel strategy; data and future delivery of sport and leisure facilities; and issues related to IT systems supporting aspects of work at leisure facilities and on road maintenance. They also provided additional detail on work to rectify issues around the IT system within the Roads service.

There followed a debate, with Members welcoming the new format and commenting that it was much clearer and easier to focus in on key issues. They also commented on the impact on communities and families where services were at risk due to budget issues; they welcomed the progress with the parking strategy in Tranent; and encouraged service areas to make sure their digital systems were providing the level of information required to support appropriate scrutiny.

The Convener moved to a roll call vote on the recommendations.

### **Decision**

The Committee agreed, unanimously, to:

- i. Note the report and otherwise use the information provided in this report to consider whether any aspect of the Council's performance needs further analysis.
- ii. Provide feedback on the new approach in line with our commitment to supporting members in carrying out their scrutiny remit.
- iii. Note that further Heads of Service reports and the Strategic (Council-wide) report will be brought to members in line with the agreed work programme for session 2025/2026.
- iv. Note that areas of performance that may be of particular interest to members but are out with the agreed workplan will be highlighted in the covering report for that reporting period.
- v. Agree that future updates on performance relating to Heads of Service reports not on the workplan will be recorded in the Members' Library.

## **6. ANNUAL AND 'TOP 50' COUNCIL PLAN PERFORMANCE INDICATORS**

A report was submitted by the Executive Director for Council Resources providing the Committee with information regarding the performance of Council services during 2024-25 as reported through Annual and Top 50 Council Plan Indicators.

Gary Stewart, Policy Officer (Performance), presented the report noting it was the last Top 50 report in the current format which would be revised in line with Council priorities. He drew attention to key points within the appendices commenting and providing examples of performance in these areas.

Officers responded to questions from Members on climate change reporting within the new system, climate change literacy training, the accuracy of the emissions rating and business gateway start-ups. They also provided responses on feedback from constituents, the implementation of the Equally Safe strategy, and efforts to ensure breaches of housing legislation were minimised.

The Chief Executive, Laurence Rockey acknowledged the importance of better understanding the views of constituents, particularly where they feel the Council is not listening, and gave a commitment to further examine this issue and provide the information to Members.

There followed a debate, with Members welcoming the information provided by officers and the new approach to providing data to support effective scrutiny. Members also commented on the importance of understanding and addressing public perception that the Council was not listening to feedback and was taking decisions before or without engagement with local communities.

### *Post Meeting Note:*

*Two of the Housing indicators (HNS3 and HSN5) in Appendix 1 of the report were incorrectly showing data for 2023/24. Both were updated post-meeting to show the latest figures, and the copy of the report on the Council website was also updated.*

## **Decision**

The Committee agreed:

- i. To use the information provided in this report to consider whether any aspect of the Council's performance needs further analysis.

- ii. To note this is the last Top 50 report within the current format. It will be replaced by the new annual Strategic Performance Report as approved by PPRC in June 2025. The first of these will be reported in June 2026.

## 7. ROADS ASSET MANAGEMENT – ANNUAL STATUS AND OPTIONS REPORT 2025

A report was submitted by the Executive Director for Council Resources presenting a summary of the Council's Road Assets Status as of financial year 2024-25.

The Service Manager for Roads, Alan Stubbs, provided a detailed summary of the report and outlined the options for each area of work with a rationale for each recommended action. He also highlighted some of the pressures and potential impacts as result of reduced investment in these assets.

Officers responded to questions from Members on how this work helped the Council to achieve its climate change targets, the rationale and options for taking on responsibility for cabling from Scottish Power, the funding required to maintain good road and path networks in East Lothian and the possibility of progressing work on the Gullane to Drem path. Officers also addressed the possibility of bringing forward similar reports on bigger issues, such as larger capital projects, for scrutiny by the Committee. The Executive Director for Council Resources, Sarah Fortune, agreed to consider and work with members on how this might be done.

There followed a debate, with Members commenting on the importance of the road network, particularly for the poorest communities; on the responsibility placed on local authorities to reduce emissions from transport; the need to think holistically on how to recover the costs from road users for maintenance of the network; and designing policy to reduce traffic on roads. Members agreed that the East Lothian had a good road network and better than some of its neighbours. They also welcomed the work on North Berwick High Street which had delivered improvements for both pedestrians and drivers.

### Decision

The Committee agreed:

- i. To note the content of the report.
- ii. To note Officers recommendation of investment for each of the assets covered within the report:

Asset	Current Investment	Recommended Investment
Carriageway	£3.2M	£7.5M
Footways	£650K	£1.45M
St Lighting	£450K	£2.8M *
Traffic Signals	£70K	£70K
Road Structures	£250K	£250K
* £2.8M annually over 5 years		

### 3. PPRC WORK PROGRAMME: SESSION 2025/26 (cont.)

The Convener noted the following issues which should be added to the work programme:

- Impact of data recording to get a better picture of performance across services
- Review of feedback from constituents: is the Council listening?

Councillor McIntosh asked if the ASN report coming forward to the Committee's next meeting could include information on holiday clubs. The Executive Director for Education and Children's Services, Lesley Brown, agreed to pick this up with Councillor McIntosh after the meeting.

Signed

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Councillor Lyn Jardine  
Convener of the Policy and Performance Review Committee

*The webcast for this meeting will be available at the link below for five years from the date of the meeting: [https://eastlothian.public-i.tv/core/portal/webcast\\_interactive/1009838](https://eastlothian.public-i.tv/core/portal/webcast_interactive/1009838)*

PPRC Action Sheet: 2025/2026 Session

Action ref.	Meeting Date	Agenda Item	Action(s) Agreed	Action Owner(s)	Target Completion Date	Actual Completion Date	Comments/ Responses/ Additional Information
25/09	18.09.25	4 PPRC Development Plan 2025-2027	<b>Additional question:</b> to add the Development Plan as a standing item on PPRC agendas, with actions tracked at each meeting	Hayley Barnett/Fiona Currie (clerk)	By next meeting	24.09.25	Item added to the work programme as a standing item for future agendas  <b>Recommended for closure</b>
25/10	18.09.25	6 Annual 'Top 50' Council Plan Performance Indicators	<b>Additional question:</b> to provide clarity on the scope of Indicator CP13 and whether it applied sector wide.	Keith Dingwall	By next meeting	18.09.25	Jamie Baker e-mailed this information to Cllr Findlay on 18.09.25  <b>Recommended for closure</b>
25/11	18.09.25	6 Annual 'Top 50' Council Plan Performance Indicators	<b>Additional question:</b> that officers undertake a more detailed analysis on the results of the resident's survey relating to CP34; and whether more detailed questions on this issue could be included in future surveys.	Laurence Rockey	None Stated		The Chief Executive agreed to take forward this action in future surveys.  <b>Recommended for closure</b>
25/12	18.09.25	6 Annual 'Top 50' Council Plan Performance Indicators	<b>Additional question:</b> that the proposal to include in the work programme a future report on KPIs associated with the Equally Safe Strategy, be included in the action log.	Fiona Currie (clerk)		24.09.25	Report added to the PPRC work programme.  <b>Recommended for closure</b>



## Policy and Performance Review Committee: Work Programme - Session 2025/2026

Date	Standing Items	Performance Monitoring / Inspection Reports	Other Reports / Reports Requested by Members
18 September 2025		Q1 Performance 25/26 Annual and Top 50 Indicators	
15 January 2026	Actions Log PPRC Development Plan 2025-2027	Q1&2 2025/26 Performance Reports: <ul style="list-style-type: none"> <li>• Head of Communities &amp; Partnerships</li> <li>• Head of Children's Services</li> <li>• Head of Housing</li> </ul>	ASN Impact of Transformation
2 April 2026	Actions Log PPRC Development Plan 2025-2027	Q1,2&3 2025/26 Performance Reports: <ul style="list-style-type: none"> <li>• Head of Corporate Support</li> <li>• Head of Development</li> <li>• Head of Education</li> <li>• Head of Operations, HSCP</li> </ul>	
11 June 2026	Actions Log PPRC Development Plan 2025-2027	<ul style="list-style-type: none"> <li>• New Strategic (Council) level Annual Report</li> <li>• Local Government Benchmarking Framework</li> <li>• Q1-Q4: All HoS Covering Report with Highlights and Appendices (add to MLS)</li> </ul>	

### Other Reports:

Belonging to East Lothian – September 2026

### Other Reports (to be scheduled):

Equally Safe Strategy KPIs

Impact of Data Recording on Performance Monitoring across Service Areas

Is the Council Listening? – Further analysis of feedback from constituents

[Quarterly Dashboard of Planning Enforcement Activity – \*new report to PPRC\*](#)

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<b>COMMITTEE:</b>	Policy and Performance Review Committee
<b>MEETING DATE:</b>	15 January 2026
<b>BY:</b>	Depute Chief Executive – Resources and Economy
<b>REPORT TITLE:</b>	Policy and Performance Review Committee (PPRC) Development Plan 2025-2027
<b>REPORT STATUS:</b>	Public

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## **1 PURPOSE OF REPORT**

- 1.1 This report presents an updated Policy and Performance Review Committee (PPRC) Development Plan to the Committee for comment and noting.

## **2 RECOMMENDATIONS**

Members are recommended to:

- 2.1 Note the updated Policy and Performance Review Committee (PPRC) Development Plan 2025-2027 and agree to close the actions recommended for closure.

## **3 BACKGROUND**

- 3.1 Earlier this year, supported by the Improvement Service, the Committee completed a self-assessment questionnaire followed by an action planning workshop, to ensure the committee is operating effectively and adding value to the organisation.
- 3.2 The Committee approved the Development Plan in September 2025 and agreed that actions would be tracked and monitored at every Committee meeting.
- 3.3 Progress and update commentary has been added for Members' consideration.

- 3.4 To support improved scrutiny a Scrutiny Guide has also been attached at Appendix 2 for consideration. Feedback from Members is welcomed.

#### 4 POLICY IMPLICATIONS

- 4.1 No notable policy implications.

#### 5 RESOURCE AND OTHER IMPLICATIONS

- 5.1 Finance: No additional implications
- 5.2 Human Resources: No additional implications
- 5.3 Other (e.g. Legal/IT): No additional implications
- 5.4 Risk: No additional implications

#### 6 INTEGRATED IMPACT ASSESSMENT

- 6.1 **Select the statement that is appropriate to your report by placing an 'X' in the relevant box.**

An Integrated Impact Assessment screening process has been undertaken and the subject of this report does not affect the wellbeing of the community or have a significant impact on: equality and human rights; tackling socio-economic disadvantages and poverty; climate change, the environment and sustainability; the Council's role as a corporate parent; or the storage/collection of personal data.

**or**

The subject of this report has been through the Integrated Impact Assessment process and impacts have been identified as follows:

Subject	Impacts identified (Yes, No or N/A)
Equality and human rights	
Socio-economic disadvantage/poverty	
Climate change, the environment and sustainability	

Subject	Impacts identified (Yes, No or N/A)
Corporate parenting and care-experienced young people	
Storage/collection of personal data	
Other	

## 7 APPENDICES

7.1 Appendix 1 - PPRC Development Plan 2025- 2027

7.2 Appendix 2 – Scrutiny Guide and Summary Document

## 8 BACKGROUND PAPERS

8.1 Policy and Performance Review Committee (PPRC) Development Plan 2025-2027, PPRC Report, September 2025

## 9 AUTHOR AND APPROVAL DETAILS

### Report Author(s)

<b>Name</b>	Hayley Barnett
<b>Designation</b>	Head of Corporate Support
<b>Tel/Email</b>	<a href="mailto:hbarnett@eastlothian.gov.uk">hbarnett@eastlothian.gov.uk</a>
<b>Date</b>	20 November 2025

### Head of Service Approval

<b>Name</b>	Hayley Barnett
<b>Designation</b>	Head of Corporate Support
<b>Confirmation that IIA and other relevant checks (e.g. finance/legal) have been completed</b>	Completed
<b>Approval Date</b>	20 November 2025

## Appendix 1 – PPRC Development Plan 2025 - 2027

A committee focused on strategic matters (cross Council) aligned to the Council Plan and supported by a series of deep dives.

PPRC makes greater use of its remit and powers to add (and demonstrate) value to the work of the Council						
No.	Action	Evidence needed to close action	Due Date	Owner - Member	Owner - Officer	Comments
1.	To review the PPRC workplan in line with the committees Terms of Reference.	New workplan in place.	December 2025	Cllr Jardine	Head of Corporate Support	<b>Recommended for closure</b>  Workplan on the agenda.
2.	To work with Cabinet to understand their areas of focus to inform the PPRC workplan.	Regular engagement established with Cabinet.	December 2025	Cllr Jardine & Cllr Gilbert	Head of Corporate Support	An initial discussion took place with Cllr Hampshire, Chair of the Cabinet in November 2025. The Head of Corporate Support agreed to draft amendments to the to the

						<p>Council's Standing Orders for presentation to February 2026 Council to create a mechanism for cross-committee actions.</p> <p>To be considered for closure following SOs review.</p>
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Increased and better-quality scrutiny to support improvement.

<b>Members are supported to take a full and active role in committee.</b>
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No.	Action	Evidence required to close action	Due Date	Owner - Member	Owner - Officer	Comments
3.	To expand the scrutiny induction offering for new elected members	New scrutiny training session developed and included within the 2027 Induction programme	June 2027	Cllr Jardine and Cllr Menzies	Head of Corporate Support	<p><b>Recommended for closure</b></p> <p>The Head of Corporate Support has added to the project plan for Elected Member Induction 2027</p>
4.	To provide further and regular scrutiny training e.g. questioning techniques.	The development of an annual programme of training sessions and the delivery of the sessions with attendance from all PPRC members.	March 2027	Cllr Jardine and Cllr Menzies	Head of Corporate Support	<p><b>Recommended for closure</b></p> <p>Questioning Techniques Training completed on 18 September 2025.</p> <p>A scrutiny guide has also been attached at Appendix 2 for member's consideration. This can be a tool member's use to support ongoing development.</p>

						Sessions will be built into the 2027 Induction Programme and ongoing elected member Learning and Development Programme. Further sessions to be planned.
5.	To explore of use of recommendations by the PPRC committee	Written advice provided to the Committee by the Monitoring Officer	December 2025	Officer ownership	Head of Corporate Support	This will be included in the proposed changes to Standing Orders noted at item 2.  To be considered for closure following SOs review.
6.	To ensure all committee members understand the terms of reference of the committee and the Council standing orders.	Published scrutiny guide for members of PPRC	December 2025	Officer ownership	Head of Corporate Support	<b>Recommended for Closure</b>  A draft scrutiny guide has been attached at appendix 2 for member's consideration.

7.	To hold a training session on the Local Government Benchmarking Framework to ensure members have the knowledge to scrutinise	Training session delivered	March 2026 (in advance of the 2024/25 report)	Officer ownership	Transformation and Digital Portfolio Manager	This has been added to the Members Briefing Programme for 10 March 2026.  To be considered for closure after the session.
8.	To better understand how officers carry out IIAs	Deep dive discussion session on IIAs	June 2026	Officer ownership (to schedule awareness session).	Head of Corporate Support	These will be scheduled in 2026.
9.	To maintain wider pre-meeting approach	All committee members attending pre-meets.	September 2025	Cllr Jardine	Head of Corporate Support	CLOSED  Arrangement implemented for the 2025/26 committee session.
10.	To develop a skills matrix	Up to date committee skills matrix in place	December 2025	All Committee Members to complete the skills matrix.	Head of Corporate Support	Details of skills required to perform scrutiny is included within the Scrutiny Guide at action 6 and skills matrix has been circulated to elected members to complete.

						To be considered for closure at next meeting following receipt of all member input to matrix.
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**East Lothian**  
Council

Comhairle Lodainn An Ear

Appendix 2

DRAFT  
**Scrutiny Guide**  
2026



## Background

The Standards Commission for Scotland states:

*'Local authorities in Scotland are tasked with delivering essential services to communities, including housing, education and waste management. Given the importance of these services and the expenditure of public funds involved in their delivery, it is vital that councils are subject to robust scrutiny in order to ensure that they are accountable, transparent and effective.'*

*'Councillors, as elected representatives, are responsible for assisting the public in scrutinising the delivery of services. It is vital, though, that in exercising their key scrutiny role, councillors adhere to the provisions in the Councillors' Code of Conduct.'*

<https://www.gov.scot/publications/code-conduct-councillors-2/>

The East Lothian Council 2023/24 Annual Audit Report stated:

***'The Council has appropriate governance arrangements in place which support effective scrutiny, challenge and decision making'***

It went on to say that it was:

***'Important that every effort is taken to ensure an appropriate balance between allowing effective scrutiny of agenda items and ensuring that councillors' have sufficient capacity to review the supporting documentation.'***

The Committee, with the support of the Improvement Service, have drafted a Development Plan after they recognised a need for continuous improvement in scrutiny. This plan is a live document which can have actions added to support improvement. It is proposed that the Development Plan is added as a standing item to the Committee's agenda and actions are tracked and monitored at every committee meeting.

This guide aims to provide an overview of the main elements of scrutiny and details the tools and skills to support robust scrutiny

# What is Scrutiny?

Scrutiny is a form of a checks and balance system. All councils operating executive arrangements (those with a Cabinet or Executive Committee) must have at least one scrutiny committee. The Committee's main responsibilities include holding the executive (Cabinet) to account and reviewing and challenging the management of council services

Overview and scrutiny should be a strategic function of the council. It should be central to the organisation's corporate governance and a crucial cog in the decision-making machine. Scrutiny should be seeking to investigate and inquire into issues of interest and relevance to local people.

## Fundamental Principles of Good Scrutiny in Local Government

### Independence

- Scrutiny should be conducted independently of the executive (cabinet).
- Scrutiny members must feel free to challenge policies, decisions, and performance without political pressure.
- Chairs of scrutiny committees should be chosen for their impartiality and leadership, not party loyalty.

### Transparency

- Scrutiny work should be open and accessible to the public.
- Agendas, reports, and decisions should be clearly published.
- Meetings should be open to the public and press, unless there are valid confidentiality reasons.

### Accountability

- Scrutiny must hold decision-makers (e.g. cabinet members, council officers, partner organisations) to account for their actions and decisions.
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### Evidence-based

- Effective scrutiny relies on robust, diverse, and reliable evidence.
- Members should seek input from officers, experts, partners, and especially residents.
- Recommendations must be based on facts, not opinion or party politics.

### Constructive Challenge

- The goal is not to obstruct but to improve decision-making.
- Scrutiny should focus on solutions, learning, and service improvement rather than blame.
- Good scrutiny offers a critical friend approach – supportive but questioning.

### Public Involvement and Engagement

- Scrutiny should reflect the views and priorities of the local community.
- Public input (e.g., via consultations, surveys, or public speaking at meetings) adds legitimacy and relevance.
- Community concerns should help shape scrutiny work programmes.

### Strategic Focus

- Scrutiny must prioritise the most significant issues: those with high public impact, complexity, or risk.

- A clear, focused work programme helps scrutiny remain manageable and effective.
- It should avoid spreading itself too thin across many minor issues.

### **Collaboration and Partnership**

- Scrutiny should engage with other local service providers (e.g. NHS, police, housing associations).
- Understanding the wider system and holding partners to account where appropriate is vital under models like *place-based* scrutiny.

### **Impact-Oriented**

- The purpose of scrutiny is to make a difference—through actionable recommendations, influencing policy, or preventing poor decisions.
- Success should be measured by outcomes, not just outputs (like the number of meetings or reports).

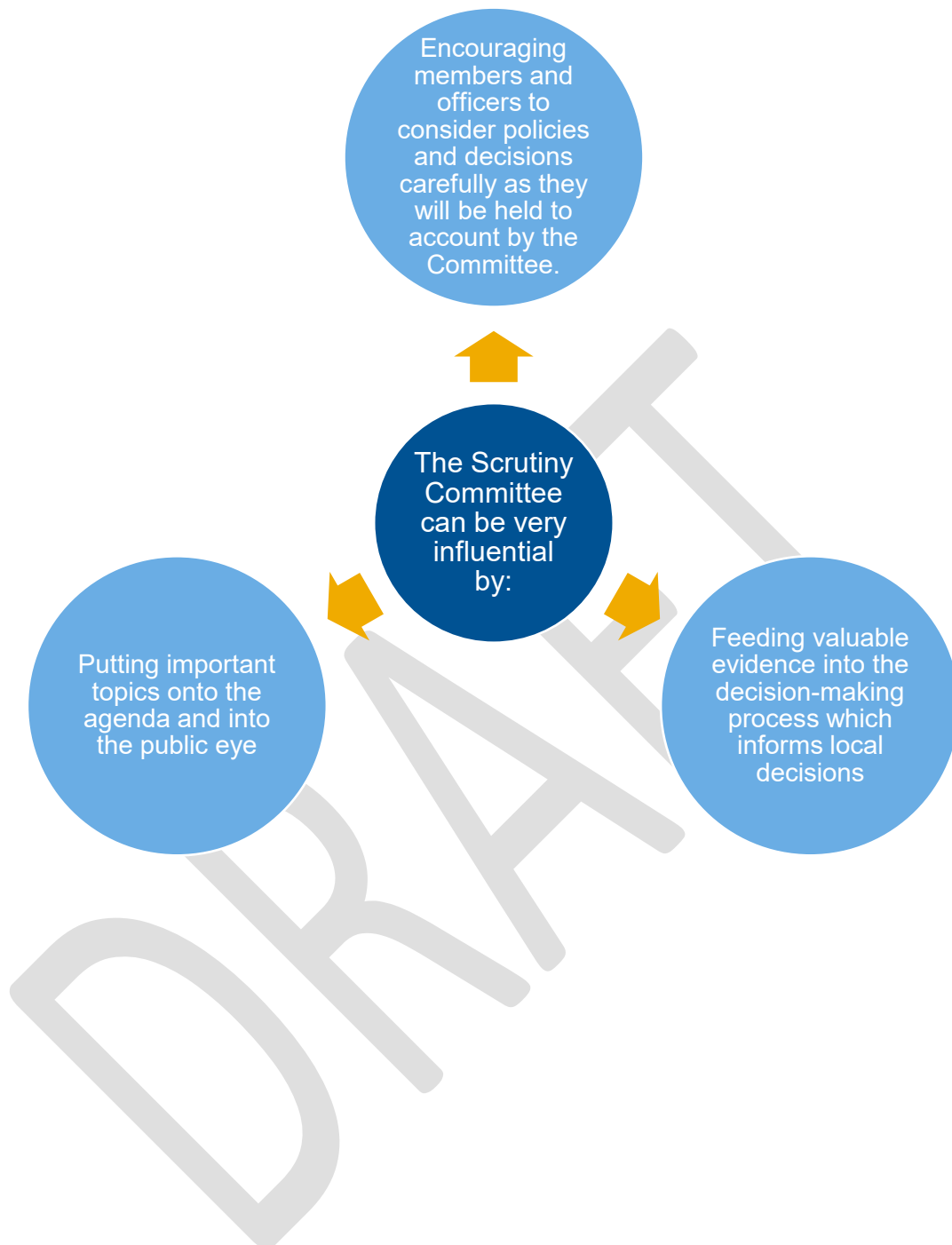
### **Continuous Improvement**

- Scrutiny should reflect on its own performance, seeking ways to improve.
- Training and development for scrutiny members is essential.
- Feedback from those scrutinised and the public helps refine future work.

## **Elements of Effective Scrutiny**

- **Effective work programming** - Planning ahead, selecting appropriate topics, allocating time and resources, scoping, and planning activities
- **Positive and constructive relationships** - Relationships fostered through effective communication with the Council's Executive, Officers, partners, and other scrutineers.
- **Involvement** - Ensuring that residents and local businesses can participate in the wider process of scrutiny to ensure that Council decisions are informed by local needs.
- **Effective research and analysis** - Examining evidence and prepared reports, using appropriate questioning techniques, and selecting appropriate witnesses.
- **Effective meetings** - Preparing the meeting and the invitees, communicating in advance and afterwards, staying on topic, summarising, and confirming decisions.
- **SMART recommendations** - Stating what needs to change, associated time scales, who needs to be involved, how it should be implemented and how accountability will be ensured.
- **Good monitoring and evaluation** - Ensuring that recommendations are being implemented and measuring success in terms of outcomes.

## The Impact of Scrutiny



# Financial Scrutiny

Good financial scrutiny is especially prudent given the financial position of many public bodies and local authorities. Scrutiny committees can add value by:

- Reviewing how resources are allocated, monitoring how they are used, and examining their impact. This is about following through from budget development and planning to the delivery of a budget, and oversight over that budget in-year.
- Reviewing the integration between financial planning and service outputs: what are the discrepancies between finances and service delivery?
- Testing out and making explicit whether the Council is directing its resources effectively to meet its priorities and demonstrating whether it is achieving value for money, equity and social value.
- Providing, through scrutiny in a public forum, challenge to the Executive's management of the Council's finances, and a different perspective on challenges. This is about scrutiny having a clearly defined role, and bringing something unique to the table in how it goes about its work.

In order to provide effective scrutiny, Committees must consider the Council's management of finances in the:

## Short term

In-year issues include monitoring performance against the budget, identifying overspends and underspends and understanding the impact of budget decisions on ongoing service performance.

For example:

- How is our immediate financial health affecting the performance of this service?
- Can we anticipate any changes in Council finances which may impact the way this service manages its resources in the next year?

## Medium term

The medium-term financial strategy looks at a financial horizon of two to three years in the future.

For example:

- How is the Council keeping the medium-term financial strategy under review by reflecting on current performance?
- To what extent do the Council's medium-term plans reflect its overall priorities as an organisation?

## Long term

Long-term issues include a reserves policy, and other approaches to long term financial planning.

For example:

- How much does the Council hold in reserves and how does this compare to councils with similar circumstances?
- What are we holding reserves for? What are the risks or future spending plans for which the Council is holding reserves?

# Essential Skills for Good Scrutiny

- 1 Listening skills. Listen thoroughly and hear what you are being told.
- 2 An understanding of and an interest in the topics of the committee.
- 3 An understanding of the scrutiny role function.
- 4 An awareness and understanding of different questioning techniques.
- 5 An ability to / or experience of engaging with the public.
- 6 An ability to digest both written and verbal information and summarise the key points.
- 7 An ability to interpret both qualitative and quantitative data. Appraise the information given and ask for what is missing.
- 8 Critical thinking ability to evaluate and triangulate evidence from a range of sources. Think about how, why, when, where and what.
- 9 Confidence to seek clarity when required.
- 10 An ability and willingness to undertake research and gather evidence to contribute.

# Meeting Organisation

## Planning and priority setting

One of the most important activities for those involved in scrutiny is designing a work programme. A well-designed scrutiny work programme is the cornerstone of effective scrutiny.

The work programme should ensure that scrutiny is focused on subject areas and issues that matter the most and makes the best use of scarce time and resources. It should support members to identify key areas for review and when it is done right, the process of designing a work programme can promote transparency, and public participation as well as being a positive demonstration of good governance.

Generally, good practice for a work programme follows the 'less is more' rule, it is more beneficial to have a narrow, yet deep work programme as opposed to one that is broad and shallow.

Scrutiny cannot and should not look at everything and time should be taken to prioritise to have the most impact.

A key question members should ask themselves when setting the work programme is "can scrutiny add value?"

## The Pre-Meeting

The purpose of the pre-meeting is to allow members to prepare for the Committee and ensure a coordinated, organised approach to scrutiny is taken. It is important for all members of the Committee to attend the pre-meeting, so everyone knows who will be asking questions and what the order of questions will be. A guide to structuring the pre-meeting can be found below:

- Map out the questioning approach – what is the 'big' question the Committee wants to ask? What key areas will be covered?
- Who will ask the questions?
- How will questions be organised?
- Will the Chair call people to ask questions in a free format, or will questions be assigned to specific members in a specific order?
- How will supplementary questions be dealt with?
- How will the Committee work as a team?
- Which types of questions will be used for different officers?
- How will the Committee respond to an officer who has not answered a question in the desired way?

## At The Meeting

Top tips for an effective meeting:

**Focus on the 'Big' Question** - A questioning session for an item should have a clear purpose, usually this should be able to be expressed as a single question, such as 'how can service delivery be improved?' or 'what is the cause of poor performance?' The questioning approach should be structured with a view to building a picture of the Big Question.

**Listen and learn** - The purpose of questioning is to learn. Always think explicitly about who the best person is to provide the evidence that the Committee wants and make sure enough time has been allocated to get that evidence.

**Work as a team** - Questioning is a team sport. To get the most out of questioning and the limited time available with Officers, it is important to have an approach to questioning that involves everyone. If members do not get involved in the development of a questioning strategy and attend the meeting and ask questions 'at a tangent', this might undermine what the Committee as a whole wants to achieve.

**Reflect** - Finally, it is important to evaluate and review the effectiveness of questioning. This can be done in post meetings, as part of annual reviews or through one off exercises.

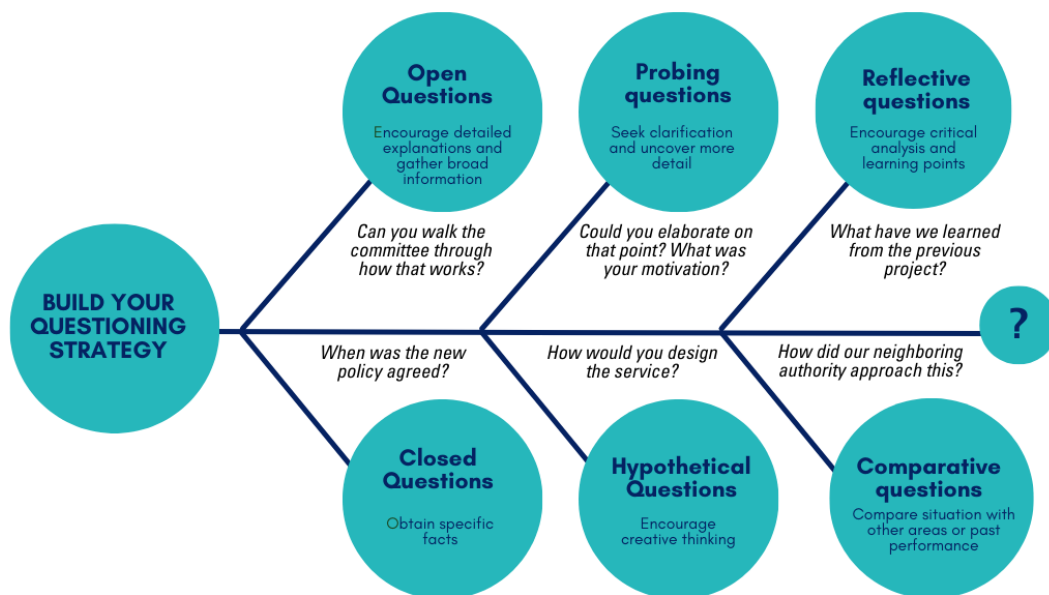
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# Effective Scrutiny Questioning

Questioning is the most important part of the scrutiny process. Without effective questioning there cannot be effective scrutiny.

*Centre for Governance and Scrutiny*

Good questioning requires rigour, consistency and clear purpose. The best results will always come when questions are carefully designed to fit the situation. Members should have a good working knowledge of the different types of question they might use (Appendix 1) and when best to use them.



The diagram above illustrates a range of question types that can be used to develop a questioning strategy in scrutiny work. Each type of question serves a different function and can help elicit different kinds of information, insight, or reflection. Think about layering your questions to explore multiple angles.

Effective scrutiny is rarely the result of one person's questioning alone. A strong questioning strategy is most effective when it's developed and delivered by a high-performing team. High-performing teams are clear on their shared objectives, communicate openly, and make the most of each member's strengths. By agreeing roles, for example who will open up lines of enquiry, who will follow up with probing or comparative questions, teams can avoid duplication and ensure coverage of key issues.

Even with the best preparation, effective questioning also requires flexibility. Officers may respond in unexpected ways, offer new insights, or challenge assumptions. Skilled scrutineers remain alert to these shifts and are willing to adapt their questions in the moment. This means resisting the urge to stick rigidly to a pre-written script. Prepared questions are essential, but they should act as a framework only. The best questioning happens when members can move fluidly between prepared lines and spontaneous follow-up, using curiosity and insight to deepen the discussion.

## What to avoid in Questioning

Questions are a powerful tool for gaining insight but if you ask the wrong question, you'll probably get the wrong answer or at least not the answer you were hoping for. The quality of the questions can mean all the difference. Skilful questioning however needs to be accompanied by careful listening so that you understand what people really mean with their answers.

Remember It is important you give the person you're questioning enough time to respond, and this may include thinking time, so never assume a pause means 'no comment', leave space.

Details of what to avoid are contained in appendix 2.

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## Useful Resources

The Centre for Public Scrutiny's guide to good scrutiny: [CfPS-Good-Scrutiny-Guide-v4-WEB-SINGLE-PAGES.pdf](#)

A checklist for effective scrutiny questions: [02 - Effective Questioning for Scrutiny.pdf](#)

Local Government & Social Care Ombudsman – suggested questions for the scrutiny of several local government services: [Scrutiny questions - Local Government and Social Care Ombudsman](#)

Examples of good scrutiny questions: [Scrutiny questions - Local Government and Social Care Ombudsman Standard Scrutiny Questions.pdf](#)

A guide to the effective scrutiny of Children's Services: [SP-Childrens-Services-final.pdf](#)

Advice on considering equalities as part of the scrutiny process: [How to consider equality in policy making: A 10-step guide for public bodies in England | EHRC](#)

The Centre for Governance and Scrutiny contains several useful publications about scrutiny more generally: [Home - CFGS](#)

# Appendix 1

## Types of Question

### Open:

Open questions are a crucial component of effective scrutiny. They allow respondents to share detailed information and set the scene for the scrutiny process. Here are some examples of open questions that can be used in scrutiny:

- **"What are your thoughts regarding the provision of X service?":** This question invites the respondent to share their perspective on the service provided and how it impacts the community.
- **"Tell us about... or Please give us an example of...":** These questions encourage the respondent to elaborate on a specific issue or topic, providing a deeper understanding of the subject matter.

Using open questions not only elicits more comprehensive responses but also helps to build trust and encourages the sharing of information. It is important to note that while open questions are beneficial, they should be used in conjunction with other questioning techniques to ensure a thorough and effective scrutiny process.

### Closed:

Closed questions are inquiries that can be answered with a simple yes or no, or with a specific piece of information, making them useful for gathering straightforward data.

- **"Have you fully consulted on the project?"** These questions require the respondent to provide a yes or no answer.
- **"When was the last meeting/consultation?"** These questions require the respondent to provide a specific piece of information.

### Hypothetical:

When conducting scrutiny, it is important to use hypothetical questions

- **"What if the decision had not been made? What would have been the consequences?"**
- **"What if you had considered all the options before making the decision?"**

These questions can help to uncover the reasoning behind decisions and to identify any biases or assumptions that may have influenced the decision-making process. They also encourage a more open and transparent scrutiny process.

### Probing:

Probing questions are essential in scrutiny to gather detailed information and insights.

- **"If we were to try... what might happen?"** - This question allows the officer to explore potential outcomes and the reasoning behind their actions.
- **"Give me an example of the options that you considered."** - This question helps to understand the officer's thought process and the reasoning behind their decisions.

### Reflective:

Reflective questions for scrutiny are essential for ensuring that the scrutiny process is thorough and effective. They help to challenge assumptions, understand complex systems, hold decision-makers to account, and uncover the stories and meaning behind data. Here are some examples of reflective questions that can be used during scrutiny:

- **“How can we improve the effectiveness of this service?”**
- **“What are the potential risks associated with this decision?”**

These questions can be used to guide the scrutiny process, ensuring that all aspects of a decision are considered, and that the community is engaged in the process. By asking reflective questions, scrutiny committees can contribute to the development of more effective and accountable decision-making processes.

**Comparative:**

Comparative questions can help in comparing situations, approaches, or benchmarks during scrutiny or scrutiny:

- **“What has it been like since...?”**
- **“What approaches have been used in...?”**

A guide to SMART questioning structures:

## Question Stems

Review	<p>Can you summarise...?</p> <p>Can you provide an update on ...?</p> <p>The report states X. Can you provide more detail on...?</p>
Reflect	<p>What did / did not work as planned?</p> <p>What were the barriers to success?</p> <p>What has been learned?</p>
Future Planning	<p>What are the timescales for completion of X?</p> <p>What challenges can be anticipated?</p> <p>Can you report back on X?</p>
Positive	<p>X stood out in the report as an excellent achievement. Can you tell us more about this?</p> <p>It is great to see X, what work led to this?</p> <p>X has been a popular development how was this achieved?</p>
Probe / Link	<p>Tell us more about....?</p> <p>You spoke about X, can this approach be taken in Y?</p>

	You spoke about challenges related to X, what implications does this have for Y?
Open-ended	What...? How...?  What were the reasons for....?  What do you think about...?
Compare	What has it been like since...?  What difference has X made on service delivery?  What benefits does X have over Y?

In addition to structuring questions in a clear and productive way, members must ensure that lines of enquiry focus on areas that will add value:

## Key Question Topics

Financial Sustainability	What are the financial implications of X?  What impact will budgetary pressures have on service delivery/performance?  How will financial sustainability be delivered going forward?
Risk	What are the risks associated with X?  What are the risks if X is undertaken?  What are the risks if X is NOT undertaken?
Implications	What is the impact on X if Y does/doesn't happen?  What are the main factors impacting X right now?  What are the wider implications of X for the Council?
Reputation	What risks are associated with X for the Council's reputation?  In relation to X, what engagement/consultation has been carried out with the public?
Wider objectives: East Lothian Council Plan Enablers/Priorities/Values	How does X align with Council Priority Y?  How will X help the Council achieve Y?
Resources	What resources will be required to deliver X?  What will the impact of X be on resources?

	What resource implications will arise from planned projects?
Equalities	<p>How will X impact vulnerable communities?</p> <p>What considerations were given to X when developing Y?</p> <p>Does X have the potential to impact service access for disadvantaged groups?</p>
Benchmarking	<p>How does performance in X compare to other local authorities? Nationally?</p>
Workforce	<p>How are staff recruited / retained/ supported to develop?</p> <p>What are staff absence levels like? How is this being managed?</p>
Service-users	<p>How has service-user experience informed service delivery planning?</p> <p>How can service-users give feedback?</p>
Accountability	<p>In relation to X, how will accountability be demonstrated?</p> <p>How does X align with the Council's values and goals?</p> <p>What strategies are in place to manage underperformance?</p>

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## Appendix 2

There are some common pitfalls in questioning to avoid, such as:

### 1. Asking Leading Questions

Leading questions suggest a particular answer and can bias the response. For example, "Don't you think this approach is the best?" Instead, ask open-ended questions like, "What do you think about this approach?"

### 2. Being Too Vague

Vague questions can lead to confusion and unclear answers. For instance, "Can you explain this?" is less effective than "Can you explain the steps you took to achieve this result?"

### 3. Interrupting

Interrupting someone while they are answering can disrupt their thought process and make them feel undervalued. Allow them to finish their response before asking follow-up questions.

### 4. Overloading Questions

Asking too many questions at once or questions that cover several issues can overwhelm the respondent and lead to incomplete answers. Focus on one question at a time to ensure clarity and depth.

### 5. Using Jargon

Using technical jargon or complex language, ensure your questions are clear and easily understood by everyone.

### 6. Assuming Knowledge

Assuming the respondent has certain knowledge about issues can lead to misunderstandings. Instead, ask questions relevant to the respondent's role.

### 7. Being Confrontational or Too Direct

Aggressive or confrontational questions can put the respondent on the defensive. Aim for a respectful and open tone, softening your approach with phrases like "I'm curious about..." or "Could you share more about...?"

### 8. Ignoring Non-Verbal Cues

Non-verbal cues like body language and facial expressions can provide valuable insights. Pay attention to these cues and adjust your questioning accordingly.

### 9. Failing to Listen

Not actively listening to the respondent's answers can lead to missed information and ineffective questioning. Show that you are engaged and interested in their responses.

### 10. Not Following Up

Failing to ask follow-up questions can result in incomplete understanding. Use probing questions to delve deeper into the topic, such as "Can you elaborate on that point?"

### 11. Neglecting Context

Ignoring the context of the situation can lead to irrelevant questions. Ensure your questions are relevant to the current discussion or issue.

### 12. Making Statements or Political Speeches

If scrutiny is to be at its most effective it is important that it stays separate from party politics. Scrutiny is, and always should, be regarded as a party politically impartial forum.

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# Scrutiny Guide



*The 2023/24 Annual Audit Report confirms that East Lothian Council has strong governance and scrutiny arrangements. Continuous improvement is supported by a Development Plan, which is reviewed at every committee meeting. This guide explains the main elements of scrutiny and provides practical tools and skills for robust scrutiny.*

Scrutiny ensures that councils deliver essential services—like housing, education, and waste management—effectively and transparently. Councillors play a vital role in helping the public scrutinise these services, and must follow the Councillors' Code of Conduct.

Read the Code of Conduct:  
[www.gov.scot/publications/code-conduct-councillors-2](http://www.gov.scot/publications/code-conduct-councillors-2)

## What is Scrutiny?

Scrutiny is a system of checks and balances. Every council with a Cabinet or Executive Committee must have at least one scrutiny committee. Main responsibilities:

- Hold the executive (Cabinet) to account**
- Review and challenge council service management**

Scrutiny should be strategic, central to governance, and focused on issues that matter to local people.



## Principles of Good Scrutiny

**Independence:** Scrutiny is separate from the executive. Members should challenge decisions freely and chairs should be impartial.

**Transparency:** Work should be open to the public. Publish agendas, reports, and decisions.

**Accountability:** Hold decision-makers to account using evidence, not opinion.

**Constructive Challenge:** Focus on solutions and improvement, not blame.

**Public Involvement:** Engage residents and businesses to shape scrutiny work.

**Strategic Focus:** Prioritise issues with high impact or risk.

**Collaboration:** Work with partners like NHS, police, and housing associations.

**Impact-Oriented:** Measure success by outcomes, not just activity.

**Continuous Improvement:** Reflect and seek feedback to improve scrutiny.



## Impact of Scrutiny



**Highlighting important topics**



**Providing evidence for decisions**



**Encouraging careful consideration of policies**



## Financial Scrutiny

Effective financial scrutiny is crucial. Committees should:

- **Review resource allocation and impact**
- **Monitor budget performance and service delivery**
- **Ensure value for money and equity**

and consider finances in:

### **Short term:**

Monitor budget and service impact

### **Medium term:**

Review strategy and priorities

### **Long term:**

Assess reserves and future risks

## Elements of Effective Scrutiny

**Work Programming:** Plan ahead, choose topics wisely, and allocate resources.

**Relationships:** Communicate effectively with the Executive, Officers, partners, and other scrutineers.

**Involvement:** Enable public participation to inform decisions.

**Research & Analysis:** Use evidence and appropriate questioning.

**Meetings:** Prepare, stay on topic, summarise, and confirm decisions.

**SMART Recommendations:** Clearly state changes, timelines, responsibilities, and accountability.

**Monitoring & Evaluation:** Track implementation and measure outcomes.

## Good Scrutiny Essential Skills



Listening carefully

Understanding committee topics

Knowing the scrutiny role

Using different questioning techniques

Engaging with the public

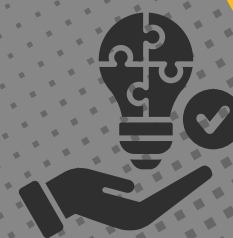
Summarising key points

Interpreting data

Critical thinking

Seeking clarity

Researching and gathering evidence



# Organising Meetings

## Planning & Priority Setting

Design a focused work programme - less is more.

Prioritise areas where scrutiny can add value.

## Pre-Meeting

Prepare by:

- Mapping out questions
- Assigning roles
- Organising question order
- Planning team approach decisions



At The Meeting

- Focus on the 'Big' Question
- Listen and learn
- Work as a team
- Reflect and review effectiveness

## Effective Scrutiny Questioning

Use a mix of:

**Open questions:** Invite detailed responses

**Closed questions:** Get specific facts

**Hypothetical questions:** Explore possible outcomes

**Probing questions:** Dig deeper

**Reflective questions:** Encourage analysis

**Comparative questions:** Benchmark against others



Avoid:



- Leading or vague questions
- Interrupting
- Overloading with multiple questions
- Using jargon
- Making assumptions
- Being confrontational
- Ignoring non-verbal cues
- Failing to listen or follow up
- Neglecting context
- Making political statements

# Useful Resources

## **Centre for Public Scrutiny's Guide:**

<https://www.cfgs.org.uk/>

## **Effective Questioning for Scrutiny:**

[edemocracy.coventry.gov.uk/documents/s32927/02%20%20Effective%20Questioning%20for%20Scrutiny.pdf](http://edemocracy.coventry.gov.uk/documents/s32927/02%20%20Effective%20Questioning%20for%20Scrutiny.pdf)

## **Scrutiny Questions – Local Government Ombudsman:**

[www.lgo.org.uk/information-centre/reports/scrutiny-questions](http://www.lgo.org.uk/information-centre/reports/scrutiny-questions)

## **Standard Scrutiny Questions:**

[cms.wiltshire.gov.uk/documents/s226795/Standard%20Scrutiny%20Questions.pdf](http://cms.wiltshire.gov.uk/documents/s226795/Standard%20Scrutiny%20Questions.pdf)

## **Guide to Scrutiny of Children's Services:**

[www.cfgs.org.uk/wp-content/uploads/SP-Childrens-Services-final.pdf](http://www.cfgs.org.uk/wp-content/uploads/SP-Childrens-Services-final.pdf)

## **Equality in Policy Making:**

[www.equalityhumanrights.com/guidance/how-consider-equality-policy-making-10-step-guide-public-bodies-england](http://www.equalityhumanrights.com/guidance/how-consider-equality-policy-making-10-step-guide-public-bodies-england)

## **Centre for Governance and Scrutiny:**

[www.cfgs.org.uk/](http://www.cfgs.org.uk/)

All information correct at time of publishing 12-2025  
East Lothian Council, Resources and Economy  
John Muir House, Brewery Park  
Haddington EH41 3HA

This information can be provided in Braille, large print, audiotape, or your own language. For assistance please call **01620 827 827** British Sign Language (BSL) users can contact us via [www.contactscotland-bsl.org](http://www.contactscotland-bsl.org)



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<b>COMMITTEE:</b>	Policy and Performance Review Committee
<b>MEETING DATE:</b>	15 January 2026
<b>BY:</b>	Executive Director for Council Resources
<b>REPORT TITLE:</b>	Q2 2025/26 Performance Reports: Head of Communities and Partnerships, Head of Children’s Services and Head of Housing
<b>REPORT STATUS:</b>	Public

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## **1 PURPOSE OF REPORT**

- 1.1 To provide elected members with information regarding the performance of Communities & Partnerships, Children’s services and Housing services during Q2 2025/26 (July – Sept 2025).

## **2 RECOMMENDATIONS**

Members are recommended to:

- 2.1 Note the report and otherwise use the information provided in this report to consider whether any aspect of the Council’s performance needs further analysis.
- 2.2 Note that further Heads of Service reports and the Strategic (Council-wide) report will be brought to members in line with the agreed work programme for session 2025/2026.
- 2.3 Note that areas of performance that may be of particular interest to members but are out with the agreed workplan will be highlighted in the covering report for that reporting period.

## **3 BACKGROUND**

- 3.1 On 12 June 2025, a Performance Framework Refresh report was presented to PPRC. This report provided Members with details of a new

approach to the Councils' performance reporting for 2025/2026, as follows:

- 3.2 Strategic (Council) level reports are presented to PPRC annually in June of each year. This will replace the current top 10/50 indicators reports.
- 3.3 Tactical (Head of Service) level reports are presented to PPRC quarterly. Each Head of Service will present a performance report, spread across each of the four sessions detailed in the PPRC work programme. These will replace the current quarterly reports.
- 3.4 This following quarter performance updates for Head of Communities and Partnerships, Head of Children's Services and Head of Housing are shown in Appendix 1 to 3 respectively.
- 3.5 Quarter 2 performance report updates for Head of Finance and Head of Infrastructure have been submitted to the Members' Library.

#### **4 POLICY IMPLICATIONS**

- 4.1 There are no policy implications within this report.

#### **5 RESOURCE AND OTHER IMPLICATIONS**

- 5.1 Finance: None
- 5.2 Human Resources: None
- 5.3 Other (e.g. Legal/IT): None
- 5.4 Risk: None

#### **6 INTEGRATED IMPACT ASSESSMENT**

- 6.1 ***Select the statement that is appropriate to your report by placing an 'X' in the relevant box.***

An Integrated Impact Assessment screening process has been undertaken and the subject of this report does not affect the wellbeing of the community or have a significant impact on: equality and human rights; tackling socio-economic disadvantages and poverty; climate change, the environment and sustainability; the Council's role as a corporate parent; or the storage/collection of personal data.

**or**

The subject of this report has been through the Integrated Impact Assessment process and impacts have been identified as follows:



Subject	Impacts identified (Yes, No or N/A)
Equality and human rights	
Socio-economic disadvantage/poverty	
Climate change, the environment and sustainability	
Corporate parenting and care-experienced young people	
Storage/collection of personal data	
Other	

*[Enter information on impacts that have been identified]*

The Integrated Impact Assessment relating to this report has been published and can be accessed via the Council's website:

[https://www.eastlothian.gov.uk/info/210602/equality\\_and\\_diversity/12014/integrated\\_impact\\_assessments](https://www.eastlothian.gov.uk/info/210602/equality_and_diversity/12014/integrated_impact_assessments)

## **7 APPENDICES**

- 7.1 Appendix 1: Head of Communities and Partnerships Performance Report
- 7.2 Appendix 2: Head of Housing Performance Report
- 7.3 Appendix 3: Head of Children's Services Performance Report

## **8 BACKGROUND PAPERS**

8.1

## **9 AUTHOR AND APPROVAL DETAILS**

**Report Author(s)**

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<b>Date</b>	<b>22/12/25</b>

#### Head of Service Approval

<b>Name</b>	<b>Ellie Dunnet</b>
<b>Designation</b>	<b>Head of Finance</b>
<b>Confirmation that IIA and other relevant checks (e.g. finance/legal) have been completed</b>	<b>Yes</b>
<b>Approval Date</b>	<b>6<sup>th</sup> January 2026</b>

# Head of Communities & Partnerships

# 2025/26 Quarter 2 Performance Report

- Priority 1 Ensure the financial sustainability of the council through the delivery of approved savings and transforming the way we deliver services. (contributes to the long-term objective: Grow our Capacity)
- Priority 2 Target resources on statutory services and focus on the highest risks and those most in need. (sits under the long-term objective: Grow our People)
- Priority 3 Deliver key infrastructure, economic development and environmentally sustainable projects within available council resources and maximising external funding. (contributes to the long-term objectives: Grow our Economy and Grow our Communities)

## Key Strategic Delivery Plans and Actions: Quarterly Update

What we will do	Actions	Due Date	30 Sep 2025		
			Status	Comments	
Priority 1	<ul style="list-style-type: none"> <li>☑ Implement the Councils Customer Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction of live chat</li> </ul>	Sep 2026	on going	• Progress is reported biannually to DTB and annually to CMT
Priority 2	<ul style="list-style-type: none"> <li>☑ Deliver the Councils Community Learning and Development Plan</li> </ul>		Feb 2027	on going	Monitored by the CLD partnership and reports to EL Partnership
	<ul style="list-style-type: none"> <li>☑ Implement East Lothian Partnership Poverty Plan 2024-2028</li> </ul>	<ul style="list-style-type: none"> <li>Council Plan Action Plan Action Number 4</li> <li>Implement the four key objectives of the East Lothian Poverty Plan 2024-2028.</li> </ul>	Mar 2028	on going	Key work has taken place around development of One Stop Shops (which brings together key services in local settings, providing rounded support in one place), improving poverty data (embedding qualitative data into design of services), targeted poverty modules in schools, joint up financial inclusion services, improving connection between climate change and poverty.
Priority 3	<ul style="list-style-type: none"> <li>☑ Deliver a revised Open Space Strategy 2025-2031</li> </ul>		May 2027		The update is that the Strategy draft is complete following input and consultation from internal and external stakeholders. It has been through internal governance and is due to be considered at Cabinet in January
	<ul style="list-style-type: none"> <li>☑ Deliver the Council's Participation &amp; Engagement Strategy 2023-2025</li> </ul>	<ul style="list-style-type: none"> <li>Develop the Council's Participation &amp; Engagement Strategy 2025-2030 - New strategy will be delivered March 2026</li> </ul>	Mar 2026	on going	Building on the Partnership work as part of the LOIP development, ELP are developing Community Listening Networks that will link up existing participation work. Internal work with key services is planned for early 2026.
	<ul style="list-style-type: none"> <li>☑ Deliver the East Lothian Plan: Local Outcomes Improvement Plans (LOIP) 2017-2027</li> </ul>		May 2027	On target	Key achievements of 2017-2025 LOIP include adult and youth employment, 48% reduction of deliberate fires, 40% reduction of missing persons, improvement in children's development, delivery of affordable homes, living wage accreditation. Areas for improvement remain around town centre vacancies, tackling poverty, and targeted work around suicide prevention.
	<ul style="list-style-type: none"> <li>☑ Implement the Councils Business Continuity Policy</li> </ul>		May 2027		<ul style="list-style-type: none"> <li>• Currently under review and will be sent to CLT for review December 2025</li> </ul>
	<ul style="list-style-type: none"> <li>☑ Implement the Councils Corporate Emergency Response Plan</li> </ul>		May 2027		Currently under review and will be sent to CLT for review Feb 2026

		30 Sep 2025			
What we will do	Actions	Due Date	Status	Comments	
<input checked="" type="checkbox"/> Implement the Councils Corporate Risk Management Strategy		May 2027		<ul style="list-style-type: none"> <li>Currently under review and will be sent to CLT and Full Council for review early 2026</li> </ul>	

## Key Performance Indicators: Quarterly Update

### Key to Icons

#### RAG status

- ★ Performance within target
- Performance within tolerance levels
- ▲ Performance outwith target / tolerance levels
- ? Missing data
- ! No target
- ?!  No data or target

Measure	RAG	Actual 31 Dec 2024	Actual 31 Mar 2025	Actual 30 Jun 2025	Actual 30 Sep 2025	Target 30 Sep 2025	Comments
% Contact Centre Customer Satisfaction					82.0%		
Actual outturn as a % of budgeted expenditure	★	96.2	94.3	98.0	97.4	100.0	
Average number of work days lost through sickness absence per employee (FTE)	!	11.2	16.6	3.4	5.9		Figures are cumulative. Total FTE employees is 208.1. FTE days lost is 1235.69
Complaints - % complete in stage 1	?						The Feedback and Information Governance Team are working under Business Continuity Arrangements. An action plan is in place to support the return to normal working practice and this will allow the collation of this performance information in future reports.
Digital Support Provided (number of clients)	!	67	197	337	368		
New library memberships for adults	!	575	619	503	617		Smaller libraries in East Linton, Gullane, Longniddry, Ormiston and Port Seton were restricted to 1 day opening per week December 2024 to March 2025 due to staffing capacity.
Number of assisted Blue Badge applications	!	158	188	207	136		Smaller libraries in East Linton, Gullane, Longniddry, Ormiston and Port Seton were restricted to 1 day opening per week December 2024 to March 2025 due to staffing capacity.
Number of community alarm calls received	!	53,891	70,117	55,942	62,721		
Number of Emails and webforms received and responded to - Customer Services	!				5,205		Due to the nature of the storage of this information, this figure was not available prior to August 2025. Incoming 4011 Outgoing 1194

Measure	RAG	Actual 31 Dec 2024	Actual 31 Mar 2025	Actual 30 Jun 2025	Actual 30 Sep 2025	Target 30 Sep 2025	Comments
Number of library issues (borrowing) by adults	!	33,387	35,406	38,256	36,216		Includes all eBook and eAudiobook lending as these aren't split by borrower type/age on the platforms used. Smaller libraries in East Linton, Gullane, Longniddry, Ormiston and Port Seton were restricted to 1 day opening per week December 2024 to March 2025 due to staffing capacity.
Number of library issues (borrowing) by children	!	21,119	23,289	20,934	24,127		Excludes eBook and eAudiobook lending as these aren't split by borrower type/age on the platforms used - all figures included within adult borrowing above. Smaller libraries in East Linton, Gullane, Longniddry, Ormiston and Port Seton were restricted to 1 day opening per week December 2024 to March 2025 due to staffing capacity.
Number of library issues to secondary school pupils	!	6,030	5,994	4,784	5,459		Knox Academy Library open part time until April 2025 due to absence. Ross High School Library open part time April-June 2025 due to vacancy.
Number of new library memberships for children	!	188	233	184	233		Smaller libraries in East Linton, Gullane, Longniddry, Ormiston and Port Seton were restricted to 1 day opening per week December 2024 to March 2025 due to staffing capacity.
Number of public computer sessions in libraries	!			1,895	2,771		This information is available from May 2025 only. Sessions in Wallyford include school and college classes as the library is a shared campus. Smaller libraries in East Linton, Gullane, Longniddry, Ormiston and Port Seton were restricted to 1 day opening per week December 2024 to March 2025 due to staffing capacity.
Number of Travel Passes issued	!	1,917	1,968	1,968	2,043		Smaller libraries in East Linton, Gullane, Longniddry, Ormiston and Port Seton were restricted to 1 day opening per week December 2024 to March 2025 due to staffing capacity.
Number of website page views	!	993,980	1,242,280	993,980	1,242,280		
Percentage Of FOI/EIR requests completed within timescale (%)							The Feedback and Information Governance Team are working under Business Continuity Arrangements. An action plan is in place to support the return to normal working practice and this will allow the collation of this performance information in future reports.

Measure	RAG	Actual 31 Dec 2024	Actual 31 Mar 2025	Actual 30 Jun 2025	Actual 30 Sep 2025	Target 30 Sep 2025	Comments
SCL_SD01 Number of attendances at indoor sports and leisure facilities	★	144386	151718	145340	142584	130000	<p>Total visits in Q2 (01/07-30/09/2025) is 142,584. This is broadly in line with what we would expect for sport centre visits in the summer quarter of the year. Figure slightly reduced versus Q1 as Loch Centre visits were enhanced in Q1 due to pantomime rehearsals and performances. Q2 25/26</p> <p>Access to Leisure = 539            Dry = 142,045            Golf = 9,195            Pitch = 55,413            Wet = 87,217  <b>TOTAL = 294,409</b></p>
SCL_SD02 Number of attendances at pools	▲	73197	80542	73543	87217	110000	<p>Total visits in Q2 (01/07-30/09/2025) is 87,217. This is very similar to Q2 2024/25 figures and represents the expected, and significant, jump versus Q1 25/26. Dunbar Leisure Pool was closed for 4 weeks in June 2026 (Q1) for essential repair works. Q2 is historically when most visitors to the swimming pools are seen as this quarter covers the summer months and school holidays. The Loch Centre Pool remains shut (since Jan'23) with likely reopening in May / Jun 2027.</p>
Uses/loans of project-based library resources by schools		14,767	7,339	7,330			Project loans are not provided in Q2 due to school term dates.

# Head of Children's Services

# 2025/26 Quarter 2 Performance Report

- Priority 1 Ensure the financial sustainability of the council through the delivery of approved savings and transforming the way we deliver services. (contributes to the long-term objective: Grow our Capacity)
- Priority 2 Target resources on statutory services and focus on the highest risks and those most in need. (sits under the long-term objective: Grow our People)
- Priority 3 Deliver key infrastructure, economic development and environmentally sustainable projects within available council resources and maximising external funding. (contributes to the long-term objectives: Grow our Economy and Grow our Communities)







## Key Strategic Delivery Plans and Actions: Quarterly Update







What we will do		Actions	Due Date	30 Sep 2025	
				Status	Comments
Priority 2	<input checked="" type="checkbox"/> Deliver the Councils Corporate Parenting Plan		Mar 2026	On target	East Lothian's Champion's Board have helped rename the role and the board. Corporate Parents will now be called East Lothian Kin – which Champs feel is "less stuffy, official and more homely, relatable, warmer and more human". The board will now be chaired by Lesley Brown, Deputy Chief Executive and the well-established multi-agency working group continues to ensure the plan is in action.  One priority for 2026 is relaunching the East Lothian Kin Ambassadors programme to improve who officers and Elected Members engage with Champs and other care experienced children. The board will also consider the results of the My Voice Matters survey and ensure they are informing future priorities
	<input checked="" type="checkbox"/> Implement the Children and Young People's Services Plan 2023-2026	Council Plan Action Plan Action Number 12 Ensure children's rights are placed at the heart of everything we do  Council Plan Action Plan Action Number 14 Continue to embed the recommendations of the Independent Care Review to shift policy, practice and culture to #KeepThePromise  Council Plan Action Plan Action Number 15 Embed trauma informed and trauma responsive practice into everything we do  Council Plan Action Plan Action Number 17 Support carers and young carers to build resilience in order for them to sustain their caring role	Mar 2026	On target	The Children's Strategic Partnership (CSP) is carrying out a strategic needs assessment and seeking the views of children and young people to help inform the new plan. Children's rights, trauma responsive practice and Keeping the Promise continue to be key strategic and practice priorities, and we will embed the new Promise Framework in the reporting and governance structure of the CSP.  This will help us to further evidence how we meet the Promise in East Lothian. Data and feedback continue to show that culture and practice changes (in line with The Promise) are well embedded with fewer children becoming accommodated and more kinship care arrangements in place when children cannot safely remain with a parent.

## Key Performance Indicators: Quarterly Update

### Key to Icons

#### RAG status

-  Performance within target
-  Performance within tolerance levels
-  Performance outwith target / tolerance levels
-  Missing data
-  No target
-  No data or target

Measure	RAG	Actual 31 Dec 2024	Actual 31 Mar 2025	Actual 30 Jun 2025	Actual 30 Sep 2025	Target 30 Sep 2025	Comments
Actual outturn as a % of budgeted expenditure		111.6	109.7	99.1	100.2	100.0	
Average number of work days lost through sickness absence per employee (FTE)		7.0	11.7	3.1	7.6		Figures are cumulative. Total FTE employees is 171.76. FTE days lost is 1296.92
Balance of care for 'looked after children': % of children being looked after in the community		85%	76%	83%	83%		The percentage of children living in the community as a proportion of all children experiencing care is increasing. As part of our commitment to the Promise and Belonging to East Lothian, investment in whole family support is vital for building resilience within families and their wider network.
Children's Services referral data per 1000 East Lothian child population		21	23	25	26		Children's Services continue to experience high referral rates, indicating that families continue to experience significant challenges. A growing East Lothian population and the impact of child poverty are also contributing to the continued growth in referral rates.
Complaints - % complete in stage 1							The Feedback and Information Governance Team are working under Business Continuity Arrangements. An action plan is in place to support the return to normal working practice and this will allow the collation of this performance information in future reports.
Percentage of care leavers in education, training or employment		38%	38%	38%	38%		The number of care leavers in education, training and learning is affected by a number of factors including poor mental health resulting from early childhood trauma. Young people may also have limited access to family or practical support when transitioning to independence. These challenges make it harder for some young people to sustain education, training and employment compared to their peers. This is a continued area of focus for the Throughcare Aftercare team.

Measure	RAG	Actual 31 Dec 2024	Actual 31 Mar 2025	Actual 30 Jun 2025	Actual 30 Sep 2025	Target 30 Sep 2025	Comments
Percentage of children who are living in formal and informal kinship care each year.	!	56%	43%	51%	52%		Children's services are committed to support children to remain in family like settings. Kinship care can give children more stability and continuity in maintaining family relationships.
Percentage of children who have experienced 3 or more homes within the last year.							This indicator has been changed to bring it in line with the National Promise Framework. Work is underway to change reporting systems and this figure will be included in future returns.
Percentage Of FOI/EIR requests completed within timescale (%)							The Feedback and Information Governance Team are working under Business Continuity Arrangements. An action plan is in place to support the return to normal working practice and this will allow the collation of this performance information in future reports.
Proportion of young people who are eligible for aftercare services who are receiving services	!	33%	35%	35%	37%		Young people receiving aftercare all have an allocated throughcare and aftercare worker. Young people that are eligible but do not have an allocated worker can continue to access practical and financial assistance when they need it up until their 26th birthday.

# Head of Housing

# 2025/26 Quarter 2 Performance Report

- Priority 1 Ensure the financial sustainability of the council through the delivery of approved savings and transforming the way we deliver services. (contributes to the long-term objective: Grow our Capacity)
- Priority 2 Target resources on statutory services and focus on the highest risks and those most in need. (sits under the long-term objective: Grow our People)
- Priority 3 Deliver key infrastructure, economic development and environmentally sustainable projects within available council resources and maximising external funding. (contributes to the long-term objectives: Grow our Economy and Grow our Communities)

## Key Strategic Delivery Plans and Actions: Quarterly Update

What we will do		Actions	Due Date	30 Sep 2025 Status	Comments
Priority 1	<input checked="" type="checkbox"/> Homelessness Emergency Action Plan	Council Plan Action Plan no. 8  Reduce homelessness and number of those living in temporary accommodation.	Sep 2025	on going	<p>A new Housing Emergency Action Plan has been developed which pulls all key actions relating to the Housing Emergency from our Local Housing Strategy together with our Homelessness Action Plan together. A new Cross Party Housing Group has been set up to monitor and provide strategic oversight.</p> <p>Projects prioritised include:</p> <ul style="list-style-type: none"> <li>• Setting up a Cross Party Housing Group</li> <li>• Changes to the allocations policy</li> <li>• Conversion of tenancies</li> <li>• Reducing our breaches to the Unsuitable Accommodation Order</li> <li>• Increasing the supply of affordable housing</li> </ul>







What we will do		30 Sep 2025			
		Actions	Due Date	Status	Comments
Priority 3	<input checked="" type="checkbox"/> Deliver the Councils East Lothian Local Housing Strategy (LHS) 2024-2029	<p>Council Plan Action Plan no. 20</p> <p>Work in partnership to provide suitable housing to enable self-care and independent living.</p> <p>Council Plan Action Plan no. 31</p> <p>Review the current Local Housing Strategy and complete the development and implementation of the new East Lothian Housing Strategy 2024-2029.</p> <p>Council Plan Action Plan no. 32</p> <p>Invest in delivering over 700 new council homes and continue working with our registered social landlord partners to deliver over 400 new homes for social rent.</p> <p>Council Plan Action Plan no. 33</p> <p>Continue to maximise funding and invest in homes to improve their energy efficiency to help reduce bills, prioritising the insulation and decarbonisation of all housing, helping to tackle fuel poverty as well as the climate crisis across all tenures.</p>	Sep 2025	on going	<p>A new Housing and Health Delivery Group has been established to ensure the actions specific to the Housing Contribution Statement are being delivered. This is monitored and reviewed through both the Strategic Planning Group and Housing Partners Group and reported through Council annually.</p> <p>Key priorities:</p> <ul style="list-style-type: none"> <li>- Core and Cluster strategic planning</li> <li>- Review of adaptations</li> <li>- Delivery of HSCP Dementia strategy actions</li> <li>- Delivery of wheelchair accessible housing</li> </ul> <p>Progress of our Local Housing Strategy is monitored through the Housing Partners Board which meets quarterly. An annual review and update is also presented to cabinet annually.</p> <p>Current projects / risks</p> <ul style="list-style-type: none"> <li>- Delivering empty homes framework</li> <li>- Acquisition and disposal strategy</li> <li>- Maximising the delivery of affordable housing target to meet 891 homes by 2029</li> </ul> <p>SHIP submitted to the Scottish Government at the end of October 2025 setting out a need for £120m investment to deliver 1370 affordable homes for rent. Based on resource planning assumptions of , programmed to deliver 350 units with subsidy and exploring options to deliver the remainder</p> <p>Secured £1.137m of funding from the Scottish Government to deliver energy efficiency measures in the private sector. In 24/25 we spent £1.135m of this fund to deliver EWI, Solar OV and Battery and CWI where required. This year we have secured a further £1.137m with a focus on delivering circa 50 Solar OV ad battery installations.</p> <p>Fabric first approach to council stock</p> <p>Developed an interim energy efficiency policy which we will bring to the cross party sustainability group</p>
	<input checked="" type="checkbox"/> Deliver the HRA financial and capital strategies			Jul 2026	on going







		30 Sep 2025		
What we will do	Actions	Due Date	Status	Comments
<input checked="" type="checkbox"/> Embed Trauma Informed practice across the council		Jul 2026	on going	<p>Training, policy and practice is being rolled out across the service with trauma informed training being mandatory for all.</p> <p>Key priorities include:</p> <p>Trauma informed training is mandatory for all housing staff A programme of policy review is being developed this year which will include a trauma lense</p>

## Key Performance Indicators: Quarterly Update

### Key to Icons

#### RAG status

-  Performance within target
-  Performance within tolerance levels
-  Performance outwith target / tolerance levels
-  Missing data
-  No target
-  No data or target

Measure	RAG	Actual 31 Dec 2024	Actual 31 Mar 2025	Actual 30 Jun 2025	Actual 30 Sep 2025	Target 30 Sep 2025	Comments
% of adaptations approved in council properties							Housing only receives approved adaptations, H&SCP would need to provide this data.
% of allocations to general needs		74%	75%	62%	62%	70%	General Needs includes homeless and housing list applicants. The figure is below target
% of allocations to homeless		53.0%	59.7%	48.7%	47.4%		Figures given are the percentage of total allocations to homeless each quarter. This is dependent on the balance between available supply and the nature of demand. Homeless households are prioritised where possible, however where there is no demand (noting a high % of single person homeless households) allocations may be made to transfer / housing list applicants.
% of allocations to LD							Clarification required, we do not hold data for learning disabled allocations
% of allocations to older people		20%	14%	24%	21%		Allocations where everyone in the household was age 55 or over at the start of the tenancy
% of allocations to transfers		19%	19%	35%	32%	25%	The % of allocations to transfer applicants is high, noting homeless households are prioritised where possible, however where there is no homeless demand (given a high % of single person homeless households), allocations may be made to transfer / housing list applicants.
% of offers refused for allocations to mainstream tenancies		22.5%	21.9%	19.2%	14.5%		These are the refusals for allocations to mainstream tenancies. Further work is taking place to better understand the reasons for refusals.
% of properties with a gas safety check within 12 months of a gas appliance being fitted or its last		100%	100%	100%	100%	100%	

Measure	RAG	Actual 31 Dec 2024	Actual 31 Mar 2025	Actual 30 Jun 2025	Actual 30 Sep 2025	Target 30 Sep 2025	Comments
% of properties with an electrical installation condition report (EICR) within five years of the las	★	100%	100%	100%	100%	100%	
% of properties with satisfactory equipment for detecting fire and giving warning in the event of fi	★	100%	100%	100%	100%	100%	
% of stock meeting SHQS	!	90	90	90	90		Whilst the percentage of properties meeting the Scottish Housing Quality Standard (SHQS) has remained broadly unchanged, this reflects ongoing survey and validation activity rather than a lack of progress. Day-to-day fluctuations occur as inspections identify new issues and completed works are verified, improving the accuracy of our dataset. These incremental changes often balance each other out, keeping the overall figure stable. ELC continues to perform strongly, remaining well above the Scottish local authority average of 83%.
% of tenants satisfied with repairs (QRT)	!	82%	89%	91%	86%		Cumulative to end Q2 is 88.89%, which is higher than the last 3 years performance and ahead of last year's Scottish Average of 86.75%
Actual outturn as a % of budgeted expenditure	★	105.3	120.1	95.1	94.3	100.0	The service is expected to operate within budget
Average length of time (days) to complete non emergency repair (QRT)	?	16	11	11		20	
Average length of time (hrs) to complete an emergency repair (QRT)	?	5.0	3.4	2.4		4.0	
Average number of days taken to let properties - OMA	●	342	82	87	38	40	Note that only 2 OMA properties were let in Q1 and 1 in Q2.
Average number of days taken to re-let properties - standard / temp	▲	74	57	90	90	40	Standard only
Average number of work days lost through sickness absence per employee (FTE)	!	10.0	13.5	3.0	6.7		Figures are cumulative. Total FTE employees is 293.08. FTE days lost is 1977.92
CH01 Number of homelessness cases	★	180	184	178	168	200	
Complaints - % complete in stage 1	★	42.1	47.4	57.1	69.5	100.0	Recent meeting with Feedback has highlighted that these figures are lower than need to be / reason being the completion form has not been submitted
No of days from household presenting as homeless to case closure	!	288	295	261	197		
Number of children in temporary accommodation	!	26	88	71	81		

Measure	RAG	Actual 31 Dec 2024	Actual 31 Mar 2025	Actual 30 Jun 2025	Actual 30 Sep 2025	Target 30 Sep 2025	Comments
Number of households with children or pregnant women in temporary accommodation	!	10	46	43	42		This figure shows a reducing trend from previous years. Note, this figure also includes pregnant women.
Number of rolling breaches of the unsuitable accommodation order	!	75	75	72	18		Significant reduction is due to interpretation of criteria. We have been reporting this incorrectly up until September this year. This figure continues to reduce.
Percentage Of FOI/EIR requests completed within timescale (%)	●	93.0	100.0	100.0	97.0	100.0	Figures provided by FOI Team

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<b>COMMITTEE:</b>	Policy and Performance Review Committee
<b>MEETING DATE:</b>	15 January 2026
<b>BY:</b>	Deputy Chief Executive – Children and Communities
<b>REPORT TITLE:</b>	Additional Support Needs (ASN)
<b>REPORT STATUS:</b>	Public

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## **1 PURPOSE OF REPORT**

- 1.1 This report provides the Policy and Performance Review Committee (PPRC) with an overview of the rising numbers of children and young with ASN in our schools, the nature of those needs and the current provision in place to meet them.

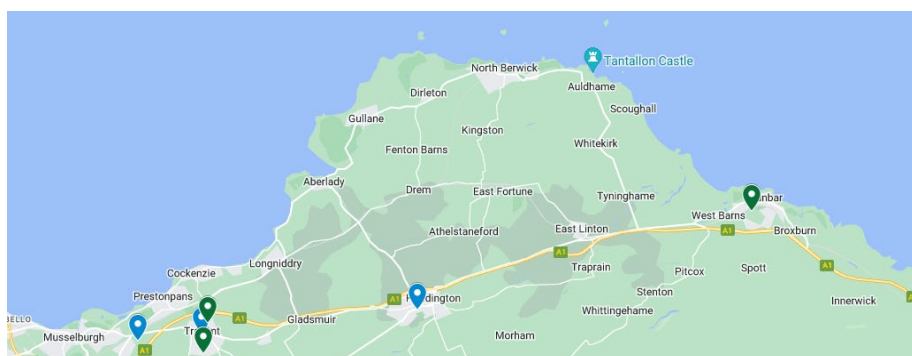
## **2 RECOMMENDATIONS**

- 2.1 Members are recommended to note the information contained in the report.

## **3 BACKGROUND**

- 3.1 The Education (Additional Support for Learning) (Scotland) Act 2004 places a legal duty on local authorities to identify and assess additional support needs and to make adequate and efficient provision tailored to meet individual needs.
- 3.2 Nationally, 43% of children and young people are recorded as having ASN. This is an increase of 89% since 2015.
- 3.3 In East Lothian, 40.5% of children and young people were recorded in the 2025 school census as having ASN.
- 3.4 ASN arises from four overarching categories. These are in relation to: learning environment, family circumstances, disability or health needs, and social and emotional factors. ASN can be temporary or enduring in nature and it does not require a diagnosis to access support.

- 3.5 The Child Planning Framework provides the mechanism for identifying and meeting needs. A fundamental principle of which is early and minimal intervention.
- 3.6 For children and young people with complex and enduring needs, which cannot be met within a mainstream school setting, East Lothian has six specialist ASN provisions. These are attached to mainstream schools. The geographical position of provisions is illustrated in the map below. Primary is shown in green and secondary in blue:



- 3.7 There has been a growth in demand for specialist ASN provision. By way of illustration:

Year	Number of Referrals for Provision	% Increase
2020-21	37	
2021-22	63	70%
2022-23	71	13%
2023-24	82	15%
2024-25	86	5%

- 3.8 Being unable to provide a suitable specialist place for a child or young person is a significant risk to East Lothian. It was noted in the internal audit of ASN in September 2024: “The Council has appropriate arrangements in place for the provision of ASN services, however priority requires to be given to ensuring sufficient capacity within the school estate for 2025/26 and beyond.”
- 3.9 The risk of not meeting this legislative duty gives families recourse through the ASN Tribunal service. Nationally the number of references to the Tribunal service has increased by 67% since 2019/20 <sup>1</sup>.
- 3.10 There is also the risk that placements out with East Lothian will be required to be procured if there is no capacity within our estate. This is a significant financial risk. It also does not align with *Belonging to East Lothian* by meeting children and young people’s needs in the communities in which they belong.
- 3.11 Between 2023 and 2025 the capacity of East Lothian Council’s specialist provisions has increased:

<sup>1</sup> [https://audit.scot/uploads/2025-02/briefing\\_250227\\_additional\\_support\\_for\\_learning.pdf](https://audit.scot/uploads/2025-02/briefing_250227_additional_support_for_learning.pdf)

<b>Provision</b>	<b>Capacity 2023</b>	<b>Capacity 2025</b>	<b>Increase in Spaces %</b>
The Cove, Dunbar Primary	30	52	22 (73%)
The Hub, Sanderson's Wynd Primary	24	33	9 (38%)
Woodside Windygoul Primary	18	27	9 (50%)
Meadowpark Knox Academy	49	58	9 (18%)
The Brae Rosehill High	16	44	28 (175%)
Ross High ASN	34	34	0
<b>Total</b>	<b>171</b>	<b>248</b>	<b>77 (45%)</b>

3.12 Almost all of the above spaces have been allocated. There is limited capacity to support local authority growth, generally and the growth in children and young people with ASN, specifically.

#### **4 POLICY IMPLICATIONS**

4.1 To meet increasing demand, services for children and young people with ASN are growing and evolving. These include:

4.1.1 **Refreshed Policy and Guidance** - for school staff with commensurate training opportunities.

4.1.2 **Child Planning Framework - Locality Teams (CPF-LTs)** – multi-disciplinary teams providing a solution orientated forum to address unmet needs are now embedded in each locality.

4.1.3 **Equity & Inclusion Education Outreach Service** – the provision of educational support to children and young people in collaboration with their schools to meet identified gaps in learning.

4.1.4 **Revised ASN Funding Model to Schools** – a data led approach providing more flexible funding on a wide range of factors giving rise to ASN.

4.1.5 **Deaf / Hearing Impaired Service** – enhanced and expanded with a Principal Teacher and two Communication Support Workers.

4.1.6 **Specialist Contracts** – retained with The Royal Blind School / Sight Scotland and NHS Speech and Language Therapy.

4.1.7 **Expansion of the Specialist Provision Estate** – to meet growing demand, provision has increased. Further growth is now required. Significant scoping work is underway within the learning

estate to identify suitable additional provision to meet needs. A further paper will be presented a future East Lothian Council meeting.

## 5 RESOURCE AND OTHER IMPLICATIONS

- 5.1 Finance: additional capital and revenue required for 4.1.7
- 5.2 Human Resources: additional staffing required for 4.1.7.
- 5.3 Other (e.g. Legal/IT): none
- 5.4 Risk: as outlined in 3.8, 3.9 and 3.10.

## 6 INTEGRATED IMPACT ASSESSMENT

- 6.1 **Select the statement that is appropriate to your report by placing an 'X' in the relevant box.**

An Integrated Impact Assessment screening process has been undertaken and the subject of this report does not affect the wellbeing of the community or have a significant impact on: equality and human rights; tackling socio-economic disadvantages and poverty; climate change, the environment and sustainability; the Council's role as a corporate parent; or the storage/collection of personal data.

**or**

The subject of this report has been through the Integrated Impact Assessment process and impacts have been identified as follows:

Subject	Impacts identified (Yes, No or N/A)
Equality and human rights	
Socio-economic disadvantage/poverty	
Climate change, the environment and sustainability	
Corporate parenting and care-experienced young people	
Storage/collection of personal data	
Other	

## 7 APPENDICES

7.1 None.

## 8 BACKGROUND PAPERS

8.1 Child Planning Framework – Locality Team (CPF-LT) Guidelines  
<https://sites.google.com/edubuzz.org/eastlothianeduhub/caring-relationships/policy-process-and-guidance>

8.2 Equity & Inclusion Education Outreach Service Guidelines  
<https://drive.google.com/file/d/15FZ1QV60Q9xTnt0PCpqEE2NbRFOWN4yV/view>

8.3 Equity & Inclusion Education Outreach Service media coverage  
<https://www.eastlothiancourier.com/news/25652733.education-outreach-service-review-reveals-first-year-success/>  
<https://uk.news.yahoo.com/east-lothian-outreach-team-helps-160521329.html>

## 9 AUTHOR AND APPROVAL DETAILS

### Report Author(s)

<b>Name</b>	Jennifer Boyle
<b>Designation</b>	Quality Improvement Manager for Equity & Inclusion
<b>Tel/Email</b>	jboyle@eastlothian.gov.uk
<b>Date</b>	8 December 2025

### Head of Service Approval

<b>Name</b>	Nicola McDowell
<b>Designation</b>	Head of Education
<b>Confirmation that IIA and other relevant checks (e.g. finance/legal) have been completed</b>	Yes
<b>Approval Date</b>	15 December 2025



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<b>COMMITTEE:</b>	Policy and Performance Review Committee
<b>MEETING DATE:</b>	15 January 2026
<b>BY:</b>	Depute Chief Executive - Children and Communities
<b>REPORT TITLE:</b>	Housing Performance Benchmarking Report
<b>REPORT STATUS:</b>	Public

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## **1 PURPOSE OF REPORT**

- 1.1 To update elected members on the Council's performance in meeting the key Social Housing Charter outcomes referenced in the 2024/25 Landlords report.

## **2 RECOMMENDATIONS**

Members are recommended to:

- 2.1 Note the report and current performance benchmarked against local authority peer group and the national averages.

## **3 BACKGROUND**

- 3.1 Social landlords are required to submit an Annual Return on the Charter (ARC) by 31 May each year to the Scottish Housing Regulator (SHR) as part of the regulatory framework. This return captures a range of performance and contextual information across a range of indicators.
- 3.2 In addition to the Annual Return Charter, the Scottish Government Homelessness Statistics & Analysis Team publishes statistical information based on administrative data collected by Scottish local authorities in the course of carrying out their homelessness duties. The data used to produce these publications is obtained from four separate although linked data collections submitted by Scottish local authorities:

- HL1 (data on homelessness applications);

- HL2(temporary accommodation snapshot data);
  - HL3 (temporary accommodation placements); and
  - PREVENT1 (housing options and homelessness prevention activity).
- 3.3 The Scottish Housing Network (SHN) work with social landlords to collate data submitted and provide benchmarking; data insights; knowledge exchange and self-assessment support.
- 3.4 The Scottish Housing Network produce annual benchmarking data based on East Lothian Peer Groups together with National Averages, enabling social landlords to make informed decisions and drive meaningful service improvements for tenants and customers.
- 3.5 East Lothian Council Peer group consists of the below local authorities. This peer group is established based on Housing stock size:
- Angus Council, East Ayrshire Council, North Ayrshire Council, Midlothian Council, Moray Council, Perth and Kinross Council, Renfrewshire Council, South Ayrshire Council, Stirling Council.
- 3.6 Performance commentary on Key measures in 2024/25 Benchmarking report:

## **Highlights**

### **Satisfaction**

- Overall satisfaction moved from 6th to 5th position within comparator group

### **Repairs and Voids**

- Non-emergency repairs moved from amber to green due to improving from 16.28 days to 12.53 days.
- Right first time also moved from amber to green due to an increase from 85.71% to 88.24%.
- Emergency Repairs timescale increased slightly, and is higher than Peer and LA average.
- Re-let times are higher than the Peer Group, and 2nd highest in the Comparator Group, but within the LA average of 78.11 days. The main reason for this has been a result of longer term voids being turned over. The LA average for non-low demand stock is 49.34 days, compared to ELC's 62.52 days.
- Non-emergency repairs days have improved in the year and are now lower than the Peer and LA average.

### **Complaints**

- Stage 1 complaints handling continues to be well above SPSO target, and is 2nd highest in comparator group.

### **Compliance**

- SHQS and EESSH compliance above sector averages.
- No gas fails in year.

### **Areas for focus / improvement**

#### **Adaptations**

- Medical adaptations performance below sector averages, however we have asked for more information as this data is not necessarily comparing like for like.

#### **Homelessness**

- Homeless applications per 1,000 people have reduced from the previous year, with figures significantly lower in East Lothian (6.24) compared with the LA average (7.24).
- Live cases similarly demonstrate a significant decline relative to previous years, with live cases per 1,000 people in East Lothian (5.59) lower than the LA average (5.71).
- Days to assess applications have shown a marked improvement from 38 days in 2023/24 to 24 days in 2024/25. While this is higher than the LA average of 18 days, the figure remains well within good practice guidelines of 28 days.
- The number of weeks to close cases has also seen a substantive improvement and reduction from 61.43 days (2022/23) to 47.71 days (2024/25) although this is within the context of a slight reduction nationally, noting the figure still remains higher than the LA average of 40.00 days.
- The % of households re-assessed as homeless within one year (repeat homelessness) has historically been lower in East Lothian in comparison with the LA average, although 2024/25 saw a slightly elevated figure at 4.27% in East Lothian compared with 4.07% nationally.
- East Lothian Council has seen a significant reduction in households in temporary accommodation, in contrast with an increasing trend nationally. 2022/23 saw 3.52 households in temporary accommodation per 1,000 population (2.77 nationally), compared with 2.73 households in East Lothian in 2024/25 (3.11 nationally).
- Length of stay in temporary accommodation remains high in East Lothian at 357 days compared with the LA average of 238 days.

#### 4 POLICY IMPLICATIONS

4.1 There are no policy implications.

#### 5 RESOURCE AND OTHER IMPLICATIONS

5.1 Finance: There are no budget implications associated with this report.

5.2 Human Resources: N/A

5.3 Other (e.g. Legal/IT): None

5.4 Risk: None

#### 6 INTEGRATED IMPACT ASSESSMENT

6.1 **Select the statement that is appropriate to your report by placing an 'X' in the relevant box.**

An Integrated Impact Assessment screening process has been undertaken and the subject of this report does not affect the wellbeing of the community or have a significant impact on: equality and human rights; tackling socio-economic disadvantages and poverty; climate change, the environment and sustainability; the Council's role as a corporate parent; or the storage/collection of personal data.

**or**

The subject of this report has been through the Integrated Impact Assessment process and impacts have been identified as follows:

Subject	Impacts identified (Yes, No or N/A)
Equality and human rights	
Socio-economic disadvantage/poverty	
Climate change, the environment and sustainability	
Corporate parenting and care-experienced young people	
Storage/collection of personal data	

Subject	Impacts identified (Yes, No or N/A)
Other	

*[Enter information on impacts that have been identified]*

The Integrated Impact Assessment relating to this report has been published and can be accessed via the Council's website:

[https://www.eastlothian.gov.uk/info/210602/equality\\_and\\_diversity/12014/integrated\\_impact\\_assessments](https://www.eastlothian.gov.uk/info/210602/equality_and_diversity/12014/integrated_impact_assessments)

## 7 APPENDICES

- 7.1 Scotland's Housing Network summary performance 2024-25.
- 7.2 Annual Return on the Charter (ARC) 2024-2025.

## 8 BACKGROUND PAPERS

- 8.1 Annual Return to Charter

## 9 AUTHOR AND APPROVAL DETAILS

### Report Author(s)

<b>Name</b>	Bex Astin
<b>Designation</b>	Service Manager – Housing Strategy, Policy and Performance
<b>Tel/Email</b>	<a href="mailto:Bastin@eastlothian.gov.uk">Bastin@eastlothian.gov.uk</a>
<b>Date</b>	5 January 2026

### Head of Service Approval

<b>Name</b>	Wendy McGuire
<b>Designation</b>	Head of Housing
<b>Confirmation that IIA and other relevant checks (e.g. finance/legal) have been completed</b>	Confirmed

<b>Name</b>	Wendy McGuire
<b>Approval Date</b>	5 January 2026

Indicator	RAG	East Lothian	Peer Group	All LA
<b>Satisfaction and Complaints</b>				
Overall satisfaction with the service	Green	81.62	81.44	81.19
Complaints received per 100 homes	Green	2.7	3.91	4.41
Stage 1 Complaints average time to respond	Red	10.78	5.09	6.86
<b>Adaptations</b>				
Average days to complete approved adaptations	Yellow	63.14	40.97	36.08
% approved applications for medical adaptations completed.	Green	85.11	87.9	83.44
<b>Homelessness</b>				
Applications per 1000 people	Green	6.24	N/A	7.34
Average days to assess application	Yellow	24	N/A	18
Assessment outcome Homeless Unintentional	Green	71.92	N/A	78.3
Assessment outcome Threatened Unintentional	Yellow	4.79	N/A	2.81
Average number of weeks to complete a homeless assessment case.	Yellow	47.71	N/A	40
Live (Homelessness) cases	Yellow	644	N/A	990
Repeat presentations (within one year)	Green	4.27	N/A	4.07
Housholds in TA at the year end	Green	315	N/A	538
Average length of stay in TA (Days)	Red	357	N/A	238
<b>Voids and Lettings</b>				
% Satisfied with standard of home when moving in	Yellow	68%	N/A	83.37%
% tenancy offers refused.	Yellow	21.10%	32.39%	36.39%
% tenancies began in previous year remained more than a year.	Green	94.28%	92.04%	91.33%
% Of rent due lost through properties being empty	Yellow	1.44%	1.33%	1.68%
Average number of days taken to re-let properties – standard / temp	Yellow	62.52	56.17%	78.11%
<b>Repairs</b>				
% of tenants satisfied with repairs	Green	85.65%	85.88%	85.74%
Average length of time to complete an emergency repair (Hours)	Green	3.83	3.47	3.79
Average length of time to complete non emergency repair (Hours)	Red	12.53	13.93	10.1

Compliance				
Gas safety Fails count		0	14	66
% of Properties meeting the SHQS standard.		89.71	80.01	83.04
% of Properties that meet EESSH standard		91.99	89.36	89.4
Rents				
Average weekly rent		£76.73	£79.90	£84.31
Percentage of Rent Collected		100.94%	98.83%	99.22%
Current arrears % of rents due		4.38%	5.33%	6.17%

**Landlord name:** East Lothian Council

**RSL Reg. No.:** 1,011

**Report generated date:** 06/01/2026 16:22:50

**Approval**

A1.1	Date approved	27/05/2025
A1.2	Approver	Wendy McGuire
A1.3	Approver job title	Head of Housing
A1.4	Comments (Approval)	N/A



N/A

**Social landlord contextual information**

**Lets**

Number of lets during the reporting year, split between 'general needs' and 'supported housing' (Indicator C3)		
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C3.1	The number of 'general needs' lets during the reporting year	531
C3.2	The number of 'supported housing' lets during the reporting year	131
Indicator C3		662

The number of lets during the reporting year by source of let (Indicator C2)		
C2.1	The number of lets to existing tenants	146
C2.2	The number of lets to housing list applicants	169
C2.3	The number of mutual exchanges	94
C2.4	The number of lets from other sources	0
C2.5	The number of lets to homeless applicants.	347
C2.6	Total number of lets excluding exchanges	662

## Annual Return on the Charter (ARC) 2024-2025

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "Social landlord contextual information" section.

**Overall satisfaction****All outcomes**

Percentage of tenants satisfied with the overall service provided by their landlord (Indicator 1)
---

1.1.1	1.1 In relation to the overall tenant satisfaction survey carried out, please state: the number of tenants who were surveyed	1,730
1.1.2	the fieldwork dates of the survey	10/2022
1.1.3	The method(s) of administering the survey:	
	Post	<input type="checkbox"/>
1.1.4	Telephone	<input type="checkbox"/>
1.1.5	Face-to-face	<input checked="" type="checkbox"/>
1.1.6	Online	<input type="checkbox"/>
1.2.1	1.2 In relation to the tenant satisfaction question on overall services, please state the number of tenants who responded:	768
	very satisfied	
1.2.2	fairly satisfied	644
1.2.3	neither satisfied nor dissatisfied	134
1.2.4	fairly dissatisfied	67
1.2.5	very dissatisfied	111
1.2.6	no opinion	6
1.2.7	Total	1,730

Indicator 1	81.62%
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## Annual Return on the Charter (ARC) 2024-2025

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "Overall satisfaction" section.

## The customer / landlord relationship

### Communication

Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions (Indicator 2)

2.1	How many tenants answered the question "How good or poor do you feel your landlord is at keeping you informed about their services and decisions?"	1,730
2.2.1	2.2 Of the tenants who answered, how many said that their landlord was: very good at keeping them informed	891
2.2.2	fairly good at keeping them informed	597
2.2.3	neither good nor poor at keeping them informed	140
2.2.4	fairly poor at keeping them informed	60
2.2.5	very poor at keeping them informed	42
2.2.6	Total	1,730

	Indicator 2	86.01%
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## Participation

Percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes (Indicator 5)

5.1	How many tenants answered the question "How satisfied or dissatisfied are you with opportunities given to you to participate in your landlord's decision making processes?"	1,729
5.2.1	5.2 Of the tenants who answered, how many said that they were: very satisfied	857
5.2.2	fairly satisfied	530
5.2.3	neither satisfied nor dissatisfied	238
5.2.4	fairly dissatisfied	49
5.2.5	very dissatisfied	55
5.2.6	Total	1,729

	Indicator 5	80.22%
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## Annual Return on the Charter (ARC) 2024-2025

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "The customer / landlord relationship" section.

## Housing quality and maintenance

### Quality of housing

Scottish Housing Quality Standard (SHQS) – Stock condition survey information (Indicator C8)
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C8.1	The date your organisation's stock was last surveyed or assessed for compliance with the SHQS	03/2025
C8.2	What percentage of stock did your organisation fully assess for compliance in the last five years?	41.79
C8.3	The date of your next scheduled stock condition survey or assessment	04/2025
C8.4	What percentage of your organisation's stock will be fully assessed in the next survey for SHQS compliance	100.00
C8.5	Comments on method of assessing SHQS compliance.	

ELC employ two dedicated Stock Condition Surveyors who are qualified domestic energy assessors. All survey and completed work data has been uploaded into our Asset Management software, Keystone. Prior to uploading this data, it is validated for accuracy. This allows us to report on SHQS requirements and identifies any failures. We use this information to drive repairs and/or capital improvement projects specifically targeting SHQS compliance. In respect of C8 ii, this represents our full assessments in the last five years as per SHQS technical guidance.



Scottish Housing Quality Standard (SHQS) – Stock summary (Indicator C9)
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		End of the reporting year	End of the next reporting year
C9.1	Total self-contained stock	9,388	9,482
C9.2	Self-contained stock exempt from SHQS	10	10
C9.3	Self-contained stock in abeyance from SHQS	177	165
C9.4.1	Self-contained stock failing SHQS for one criterion	777	650
C9.4.2	Self-contained stock failing SHQS for two or more criteria	2	0
C9.4.3	Total self-contained stock failing SHQS	779	650
C9.5	Stock meeting the SHQS	8,422	8,657

Percentage of stock meeting the Scottish Housing Quality Standard (SHQS) (Indicator 6)	
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6.1.1	The total number of properties within scope of the SHQS: at the end of the reporting year	9,388
6.1.2	projected to the end of the next reporting year	9,482
6.2.1	The number of properties meeting the SHQS: at the end of the reporting year	8,422
6.2.2	projected to the end of the next reporting year	8,657

Indicator 6 - Percentage of stock meeting the SHQS at the end of the reporting year	89.71%
Indicator 6 - Percentage of stock meeting the SHQS projected to the end of the next reporting year	91.30%

Percentage of tenants satisfied with the quality of their home (Indicator 7)

7.1	How many tenants answered the question "Overall, how satisfied or dissatisfied are you with the quality of your home?"	1,730
7.2.1	7.2 Of the tenants who answered, how many said that they were: very satisfied	900
7.2.2	fairly satisfied	549
7.2.3	neither satisfied nor dissatisfied	177
7.2.4	fairly dissatisfied	59
7.2.5	very dissatisfied	45
7.3	Total	1,730

	Indicator 7	83.76%
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**Repairs, maintenance & improvements**

Average length of time taken to complete emergency repairs (Indicator 8)		
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8.1	The number of emergency repairs completed in the reporting year	3,354
8.2	The total number of hours taken to complete emergency repairs	12,839

		Indicator 8	3.83
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Average length of time taken to complete non-emergency repairs (Indicator 9)		
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9.1	The total number of non-emergency repairs completed in the reporting year	19,238
9.2	The total number of working days taken to complete non-emergency repairs	241,100

Indicator 9		12.53
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Percentage of reactive repairs carried out in the last year completed right first time (Indicator 10)		
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10.1	The number of reactive repairs completed right first time during the reporting year	16,975
10.2	The total number of reactive repairs completed during the reporting year	19,238

Indicator 10		88.24%
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How many times in the reporting year did not meet your statutory duty to complete a gas safety check (Indicator 11).

11.1	The number of times you did not meet your statutory duty to complete a gas safety check.	0
11.2	if you did not meet your statutory duty to complete a gas safety check add a note in the comments field	N/A

Indicator 11	0
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Percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service (Indicator 12)

12.1	Of the tenants who had repairs carried out in the last year, how many answered the question "Thinking about the LAST time you had repairs carried out, how satisfied or dissatisfied were you with the repairs service provided by your landlord?"	864
	12.2 Of the tenants who answered, how many said that they were:	646
12.2.1	very satisfied	
12.2.2	fairly satisfied	94
12.2.3	neither satisfied nor dissatisfied	24
12.2.4	fairly dissatisfied	26
12.2.5	very dissatisfied	74
12.2.6	Total	864

	Indicator 12	85.65%
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## Annual Return on the Charter (ARC) 2024-2025

Comments for any notable improvements or deterioration in performance, or compliance with tenant and resident safety requirements regarding the figures supplied in the "Housing quality and maintenance" section, including non-compliance with electrical, gas and fire safety requirements and plans to address these issues.

Over the previous reporting year, East Lothian Council have continued to dedicate increased resource and spend to housing quality and tenant safety programmes.

ELC do still however have one single property without adequate alarm provision (Elements 11A & 11B). This represents a very complex case and ELC continue to work with the tenants to have the necessary works undertaken.

## Neighbourhood & community

### Estate management, anti-social behaviour, neighbour nuisance and tenancy disputes

Percentage of all complaints responded to in full at Stage 1 and percentage of all complaints responded to in full at Stage 2. (Indicators 3 & 4)

	1st stage	2nd stage
Complaints received in the reporting year	207	42
Complaints carried forward from previous reporting year	17	6
All complaints received and carried forward	224	48
Number of complaints responded to in full by the landlord in the reporting year	220	46
Time taken in working days to provide a full response	2,371	900

Indicators 3 & 4 - The percentage of all complaints responded to in full at Stage 1	98.21%
Indicators 3 & 4 - The percentage of all complaints responded to in full at Stage 2	95.83%
Indicators 3 & 4 - The average time in working days for a full response at Stage 1	10.78
Indicators 3 & 4 - The average time in working days for a full response at Stage 2	19.57

Percentage of tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in (Indicator 13)

13.1	How many tenants answered the question "Overall, how satisfied or dissatisfied are you with your landlord's contribution to the management of the neighbourhood you live in?"	1,731
13.2.1	13.2 Of the tenants who answered, how many said that they were: very satisfied	1,033
13.2.2	fairly satisfied	497
13.2.3	neither satisfied nor dissatisfied	90
13.2.4	fairly dissatisfied	77
13.2.5	very dissatisfied	34
13.2.6	Total	1,731

Indicator 13	88.39%
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Percentage of tenancy offers refused during the year (Indicator 14)		
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14.1	The number of tenancy offers made during the reporting year	725
14.2	The number of tenancy offers that were refused	153

		Indicator 14	21.10%
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Percentage of anti-social behaviour cases reported in the last year which were resolved (Indicator 15)		
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15.1	The number of cases of anti-social behaviour reported in the last year	863
15.2	Of those at 15.1, the number of cases resolved in the last year	683

Indicator 15		79.14%
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Abandoned homes (Indicator C4)		
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C4.1	The number of properties abandoned during the reporting year	19
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## Percentage of the court actions initiated which resulted in eviction and the reasons for eviction (Indicator 22)

22.1	The total number of court actions initiated during the reporting year	36
22.2.1	22.2 The number of properties recovered: because rent had not been paid	4
22.2.2	because of anti-social behaviour	0
22.2.3	for other reasons	0

Indicator 22 - Percentage of the court actions initiated which resulted in eviction because rent had not been paid	11.11%
Indicator 22 - Percentage of the court actions initiated which resulted in eviction because of anti-social behaviour	0.00%
Indicator 22 - Percentage of the court actions initiated which resulted in eviction for other reasons	0.00%
Indicator 22 - Percentage of the court actions initiated which resulted in eviction	11.11%

## Annual Return on the Charter (ARC) 2024-2025

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "Neighbourhood & community" section.

**Access to housing and support**

**Housing options and access to social housing**

Percentage of lettable houses that became vacant in the last year (Indicator 17)	
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17.1	The total number of lettable self-contained stock	9,239
17.2	The number of empty dwellings that arose during the reporting year in self-contained lettable stock	503

Indicator 17		5.44%
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Number of households currently waiting for adaptations to their home (Indicator 19)		
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19.1	The total number of approved applications on the list for adaptations as at the start of the reporting year, plus any new approved applications during the reporting year.	356
19.2	The number of approved applications completed between the start and end of the reporting year	303
19.3	The total number of households waiting for applications to be completed at the end of the reporting year.	53
19.4	if 19(iii) does not equal 19(i) minus 19(ii) add a note in the comments field.	
		N/A

		Indicator 19	53
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Total cost of adaptations completed in the year by source of funding (£) (Indicator 20)		
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20.1	The cost (£) that was landlord funded;	£999,158
20.2	The cost (£) that was grant funded	£0
20.3	The cost (£) that was funded by other sources.	£0

Indicator 20		£999,158
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The average time to complete adaptations (Indicator 21)		
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21.1	The total number of working days taken to complete all adaptations.	20,774
21.2	The total number of adaptations completed during the reporting year.	329

		Indicator 21	63.14
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Homelessness – the percentage of homeless households referred to RSLs under section 5 and through other referral routes (Indicator 24).

24.1	The total number of individual homeless households referred to RSLs under section 5.	0
24.2	The total number of individual homeless households referred to RSLs under other referral routes.	168
24.3	The total number of individual homeless households referred to RSLs under section 5 and other referral routes.	168
24.4	The total number of homeless households to whom the local authority has a statutory duty to secure permanent accommodation.	574

	Indicator 24.	29.27%
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Average length of time to re-let properties in the last year (Indicator 30)		
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30.1	The total number of properties re-let in the reporting year	581
30.2	The total number of calendar days properties were empty	36,326

		Indicator 30	62.52
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**Tenancy sustainment**

Percentage of new tenancies sustained for more than a year, by source of let (Indicator 16)
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16.1.1	The number of tenancies which began in the previous reporting year by: existing tenants	192
16.1.2	applicants who were assessed as statutory homeless by the local authority	350
16.1.3	applicants from your organisation's housing list	122
16.1.4	other	0
16.2.1	The number of tenants at 16.1 who remained in their tenancy for more than a year by: existing tenants	183
16.2.2	applicants who were assessed as statutory homeless by the local authority	327
16.2.3	applicants from your organisation's housing list	116
16.2.4	other	0

Indicator 16 - Percentage of new tenancies to existing tenants sustained for more than a year	95.31%
Indicator 16 - Percentage of new tenancies to applicants who were assessed as statutory homeless by the local authority sustained for more than a year	93.43%
Indicator 16 - Percentage of new tenancies to applicants from the landlord's housing list sustained for more than a year	95.08%
Indicator 16 - Percentage of new tenancies to others sustained for more than a year	N/A

## Annual Return on the Charter (ARC) 2024-2025

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "Access to housing and support" section.

**Getting good value from rents and service charges**

**Rents and service charges**

Rent collected as percentage of total rent due in the reporting year (Indicator 26)		
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26.1	The total amount of rent collected in the reporting year	£38,616,172
26.2	The total amount of rent due to be collected in the reporting year (annual rent debit)	£38,182,144

Indicator 26		101.14%
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Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (Indicator 27)

27.1	The total value (£) of gross rent arrears as at the end of the reporting year	£2,315,145
27.2	The total rent due for the reporting year	£38,740,213

Indicator 27		5.98%
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Average annual management fee per factored property (Indicator 28)		
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28.1	The number of residential properties factored	0
28.2	The total value of management fees invoiced to factored owners in the reporting year	N/A

Indicator 28		N/A
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Percentage of rent due lost through properties being empty during the last year (Indicator 18)	
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18.1	The total amount of rent due for the reporting year	
18.2	The total amount of rent lost through properties being empty during the reporting year	£558,069

Indicator 18		1.44%
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Rent increase (Indicator C5)
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C5.1	The percentage average weekly rent increase to be applied in the next reporting year	6.50%
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The number of households for which landlords are paid housing costs directly and the total value of payments received in the reporting year (Indicator C6)

C6.1	The number of households the landlord received housing costs directly for during the reporting year	6,095
C6.2	The value of direct housing cost payments received during the reporting year	£17,720,196

Amount and percentage of former tenant rent arrears written off at the year end (Indicator C7)	
--	--

C7.1	The total value of former tenant arrears at year end	£803,190
C7.2	The total value of former tenant arrears written off at year end	£133,133

Indicator C7		16.58%
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**Value for money**

Percentage of tenants who feel that the rent for their property represents good value for money (Indicator 25)
--

25.1	How many tenants answered the question "Taking into account the accommodation and the services your landlord provides, do you think the rent for your property represents good or poor value for money?"	1,730
25.2.1	25.2 Of the tenants who answered, how many said that their rent represented: very good value for money	807
25.2.2	fairly good value for money	670
25.2.3	neither good nor poor value for money	161
25.2.4	fairly poor value for money	62
25.2.5	very poor value for money	30
25.3	Total	1,730

Indicator 25	85.38%
--------------	--------

Percentage of factored owners satisfied with the factoring service they receive (Indicator 29)
--

29.1	How many factored owners answered the question "Taking everything into account, how satisfied or dissatisfied are you with the factoring services provided by your landlord?"	
29.2.1	29.2 Of the factored owners who answered, how many said that they were: very satisfied	
29.2.2	fairly satisfied	
29.2.3	neither satisfied nor dissatisfied	
29.2.4	fairly dissatisfied	
29.2.5	very dissatisfied	
29.3	Total	

Indicator 29
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## Annual Return on the Charter (ARC) 2024-2025

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "Getting good value from rents and service charges" section.

**Other customers**

**Gypsies / Travellers**

For those who provide Gypsies/Travellers sites - Average weekly rent per pitch (Indicator 31)		
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31.1	The total number of pitches	0
31.2	The total amount of rent set for all pitches during the reporting year	N/A

		Indicator 31	N/A
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For those who provide sites – percentage of Gypsy/Travellers satisfied with the landlord’s management of the site (Indicator 32)

32.1	How many Gypsies/Travellers answered the question "How satisfied or dissatisfied are you with your landlord's management of your site?"	
32.2.1	32.2 Of the Gypsies/Travellers who answered, how many said that they were: very satisfied	
32.2.2	fairly satisfied	
32.2.3	neither satisfied nor dissatisfied	
32.2.4	fairly dissatisfied	
32.2.5	very dissatisfied	
32.2.6	Total	

Indicator 32	
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## Annual Return on the Charter (ARC) 2024-2025

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "Other customers" section.