



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

THURSDAY 15 JANUARY 2026  
COUNCIL CHAMBER, TOWNHOUSE, HADDINGTON/  
DIGITAL MEETING FACILITY

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### Committee Members Present:

Councillor R Bennett (r)  
Councillor J Findlay (r)  
Councillor L Jardine, Convener  
Councillor S McIntosh (r)

Councillor D Collins (r)  
Councillor N Gilbert (r)  
Councillor LA Menzies (r)  
Councillor C Yorkston (r)

### Other Councillors Present:

Councillor A Forrest  
Councillor J MacMillan

### Council Officials Present:

Ms B Astin, Service Manager, Housing, Strategy, Policy and Performance  
Mr S Barclay, Service Manager, Housing Assets  
Ms H Barnett, Head of Corporate Support  
Ms J Boyle, Quality Improvement Manager for Equality and Inclusion  
Ms L Brown, Executive Director for Education and Children's Services  
Ms L Byrne, Head of Children's Services  
Ms M Cockburn, Transformation and Digital Portfolio Manager  
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  
Mr R McGill, Service Manager, Customer services  
Ms W McGuire, Head of Housing  
Mr L Rockey, Chief Executive  
Ms N Sandford, Team Manager, Community Housing and Homelessness  
Mr G Stewart, Policy Officer (Performance)  
Ms F Wilson, Chief Officer - ELHSCP

### Clerk:

Ms L Gillie, Committees Officer

### Apologies:

### 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, 18 SEPTEMBER 2025**

The minutes of the PPRC meeting on 18 September 2025 were approved.

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

Hayley Barnett, Head of Corporate Support advised that all actions on the action note are recommended for closure.

Councillor Menzies requested that information is circulated to all members or entered into the action note.

**Decision**

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

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

Michelle Cockburn, Transformation and Digital Portfolio Manager, suggested the Transformation report be removed from the programme as this is covered at other committees and full Council. She advised future reports would be lodged in the members library.

Members stated they were happy with this suggestion with Councillor Menzies commenting on the need to streamline work.

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

A report was submitted by the Executive Director for Council Resources and Ms Barnett, provided a brief introduction to the report stating that it was the members plan and that as a collective they may wish to add further steps.

The Convener stated that the main purpose of the plan was to test actions for closure and identify if there were changes.

In response to a question from Councillor Menzies on the skills matrix completion Ms Barnett advised that 50% of members had completed it. Following discussion members agreed the skills matrix would remain on the plan until 100% completion achieved.

Members agreed that the Development Plan was useful, particularly for new councillors. The Convener commented that this was a live document and led by members.

The Convener moved to a roll call vote to close items 1, 3, 4 and 6

## Decision

The Committee unanimously agreed to:

- i. Note the PPRC Development Plan 2025-2027.
- ii. Close items 1, 3, 4 and 6 on the Development Plan

## 5. Q2 2025/26 PERFORMANCE REPORTS: HEADS OF COMMUNITIES AND PARTNERSHIPS, CHILDREN'S SERVICES AND HOUSING

A report was submitted by the Executive Director for Council Resources providing Members with information regarding the performance of the Communities and Partnerships, Children's service and Housing services during Q2 2025/26 (July – September 2025).

Ms Cockburn introduced the report and the new format and advised that Q2 reports from the Head of Infrastructure and the Head of Finance presented at the previous meeting were in the members library. She added that some of the indicators and some of the targets are new and will be kept under review.

The Convener reminded members that the purpose of this item was to test whether performance is improving outcomes for residents and to assist in identifying systemic risks and pressures across communities, children's services and housing.

The Head of Communities and Partnerships, Eamon John, presented the Q2 performance report for Communities and Partnerships and noted three elements. Firstly, he advised of LDP2 and the open space strategy, stating that the strategy document would be presented at Cabinet next week. Mr John added that East Lothian Council will probably be one of the first adopters nationally delivering on the government requirement. The second element was the Council's corporate emergency planning which is under review and should be presented to CLT in February. The final element was the Council's Community Learning and Development Plan. Mr John advised of two sessions held with Education Scotland which had strong feedback.

In response to questions from members Mr John advised that there were a range of sub groups in place as part of the poverty working group and support was being provided in various areas including but not limited to money advice, food, clothes and heating. He continued by stating that preventative spending was essential to people's lives and life chances and that it was crucial this was not lost. Regarding climate change Mr John stated that there was a range of work taking place, including work on flood risk and coastal erosion. Emergency planning was described as having seen an increase in the effect of climate change due to more severe weather patterns and he added that they are always learning and adapting. Mr John stated that while they do have good data he wants to get into the specifics. He also noted that while he did not have the answer to hand it was probable that there were inequalities on how people access services.

Councillor Menzies commented on the difference between the KPIs in 2022 and the current KPIs. She stated that the public are potentially not getting all the information and that it was useful for them to see what was happening and why they were so concentrated especially around poverty and inequality.

The Head of Children's Services, Lindsey Byrne, presented the Q2 performance report for Children's Services. She highlighted progress in delivering the multi-agency corporate parenting plan, and that there have been changes in the delivery of the board. The board will be chaired by Lesley Brown, Deputy Chief Executive - Children and Communities. A

collaborative agreement between the East Lothian Champions Board and the Corporate Parenting Board was also noted with corporate parents now being called East Lothian Kin. Key data was highlighted by Ms Byrne as a high number of referrals through the front door, more children being looked after within their own family, and a reduction in the use of external foster placements. Care leavers figures were also highlighted with Ms Byrne stating that it was important that the service is available for young people when they are ready. She continued by advising of the Children's Strategic Partnership and that they were embedding the national promise framework into the reporting structure to evidence the promise is being kept local.

In response to questions from members Ms Byrne began by advising that there are two Champs groups, one for younger young people and one for older young people. More information will be available at a later date about the rebranding to East Lothian Kin and the Ambassador role for the Champs. She continued by noting that monthly multiagency meetings review all young people in receipt of aftercare and that they have a very busy aftercare service which includes ad hoc support for those without an allocated worker. Third sector organisations who can offer support were highlighted and she stated that it was important support remained available for when the young person was ready. Poverty and disadvantage were noted as factors affecting positive destinations as was the link to having less resources to manage challenges. Ms Byrne stated addiction was one of main causes for referral and she described this as being a key priority. Regarding armed forces children Ms Byrne confirmed that there were links with SAFA. Mrs Byrne advised that there were different measures of success for children depending on their individual circumstances. Workforce pressures were noted as was the recent increase in demand. Ms Byrne highlighted that they felt well supported by council officers and elected members.

Members commented on the tie in with children and community services and that funding was key. These services were described as key in efforts to reduce demand for statutory social work services.

The Head of Housing, Wendy McGuire, presented the Q2 performance report for Housing and noted she would like to develop the performance indicators further. She advised that the environment was challenging within the context of both the national housing emergency and local housing emergency. Ms McGuire added that the local housing strategy, 2024 to 2029, is near to the end of its second year and is on target to deliver the approved action plan. She highlighted the new housing partners meeting which was to monitor the progress of the local housing strategy and to look at opportunities for wider collaboration with partners. Long term staff absences were noted as was the new health and housing delivery group. Funding of over a million pounds from the Scottish Government to deliver solar PV and battery solutions in the private sector along with a further 1.1 million this year to deliver 50 solar PV installations in the private sector was highlighted. The new housing emergency action plan was mentioned. Highlights were stated to be a reduction in the number of temporary accommodation units, an increase in the number of tenancy conversions and a significant reduction in breaches of the unsuitable accommodation order. The delivery of affordable housing and the need for 120 million pounds of investment to deliver 1370 homes was noted alongside the resource allocation from Scottish Government which it was estimated could deliver 350 units.

Officers responded to questions from members by stating that they had not had feedback from Scottish Government on the Scottish Housing Investment Plan (SHIP). It was stated that it was unlikely they would know the allocation until April. Ms McGuire added that they are trying to be creative to maximise the number of units on site. It was advised that the Local Investment Framework (LIF) would allow focus on the areas to be prioritised for investment. Members were advised that a number of the closed homelessness cases were long standing. Factors contributing to this were noted as a new case management system and policy changes to the allocation policy. In regard to the Scottish Housing Quality Standard (SHQS) figure it was explained that East Lothian Council has been a lot stronger in the implementation of the smoke, heat and CO detection legislation and the five yearly electrical requirement checks.

The changes to the allocation policy were detailed as permission to allocate single people to two-bedroom properties who meet specific criteria. Members were advised that over 90% of homeless applicants who have been homeless for six months or more are single. Another change was detailed as the removal of the six-month policy where applicants could select properties they wanted to apply for. It was added that one-bedroom properties were not being built and that the team will be reviewing the allocation policy to see if any permanent changes can be made. Members were advised that where providers are not delivering one-bedroom properties agreements are in place that they will allocate two-bedroom properties to single people. LIF was mentioned as being key to identify local need and demand. In regard to a change in government that may result in an end to bedroom tax migration members were informed that the team always look at affordability to make sure people could sustain a property. There is limited data available of satisfaction levels from people in temporary accommodation and this was described as an area to be improved. The balance between homeless applications and transfer applications was queried and it was stated that this was monitored regularly to make the best use of stock. The percentage of live homeless applications was confirmed as 90% single person, 5% on offer or not entitled to housing and 5% needing a property of more than one bedroom. The older population was highlighted and the importance of transfers for this group.

Members commented on the KPIs and the need to collaborate on these. Lesley Brown, Executive Director - Children and Communities, added that she and Ms Barnett had discussed this and suggested scheduling sessions with members between meetings. The Convener commented on the data quality in the report and missing or unavailable information.

### **Decision**

The Committee agreed to note the reports

## **6. ADDITIONAL SUPPORT NEEDS**

A report was submitted by the Executive Director for Children and Communities. Jennifer Boyle, Quality Improvement Manager for Equality and Inclusion presented the report and advised of the key risks from the rise in the number of children and young people with additional support needs. She further advised of the legal duty to identify, assess and make provision for children.

Ms Boyle responded to questions from members. She advised that she did not believe that children from the north ward area where there is no provision were disadvantaged by being moved out of the area. She added that there was no catchment area for specialist provision but that it was the aim to have provision in all areas. In response to the question about capacity Ms Boyle stated that they tried to be efficient but did not increase classroom sizes to mainstream levels as this was not appropriate. She added that if they are unable to place children, they are not meeting their statutory obligations and that out of area placements would be at least double the cost. Current capacity was described as hugely challenging and something they look at every eight weeks. In terms of families seeking recourse and tribunals Ms Boyle stated that they have huge financial consequences and time implications for officers. Finally, Ms Boyle noted that developers contributing to the additional support needs costs has not been a factor but was a key priority for them looking at funding formulas. Any contributions would be for new allocations only.

Ms Boyle commented that she felt it would be useful to share the work already undertaken and for members to look at current provisions and what future provision might look like.

The Convener commented that this report should be added to the Action Log to ensure it comes back to committee once the next step has been completed. **ACTION**

**Decision**

The Committee agreed to note the report.

**7. HOUSING PERFORMANCE BENCHMARKING REPORT**

A report was submitted by the Executive Director for Children and Communities. Bex Astin, Service Manager, Housing, Strategy, Policy and Performance presented the report and provided a summary. She stated that performance is positive and that tenant satisfaction had improved. Ms Astin noted areas that need attention as being case closure times, length of stay in temporary accommodation and re let times. In summary Ms Astin stated that there was progress in repairs, compliance and positive movement in homelessness and that the focus remained on void turnaround times, adaptations and temporary accommodation. She ended by saying they were keen for feedback to ensure the report covered what members wanted.

Officers responded to questions from members by advising that a similar report for private landlords is not available as they are not under as much scrutiny. It was stated that there was a reduction in the length of stay in temporary accommodation and that there was a more efficient approach moving through the system. It was further explained that there was a mismatch with supply and demand with 5% on the list who could be re housed in two to four bedroomed properties. It was noted that the number of adaptations that could be completed was limited due to suitability of property and available budget, and that there had been reduction in the relet times. Demographic changes in the area were also highlighted. In response to a question on voids it was stated that a proportion of properties need major work which resulted in longer turnaround times. it was added that a higher number of voids had been completed overall. The procurement system was queried in relation to the length of time for re lets and members were advised that certain trades can take longer. It was explained that the 90% of single homeless applications mentioned referred to applications of longer than 6 months and that this is a trend that is mirrored by other local authorities.

**Decision**

The Committee agreed to note the report

The Convener commented on the deliberate shift in the way scrutiny is approached by the committee with a move towards more issue led and outcome focused work.

As part of her closing remarks the Convener noted that Ms Cockburn was leaving East Lothian Council, thanked her for her contribution to the Committee and wished her well.

Signed .....

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)*



**No Outstanding Items**

| <b>Action ref.</b> | <b>Meeting Date</b> | <b>Agenda Item</b> | <b>Action(s) Agreed</b> | <b>Action Owner(s)</b> | <b>Target Completion Date</b> | <b>Actual Completion Date</b> | <b>Comments/ Responses/ Additional Information</b> |
|--------------------|---------------------|--------------------|-------------------------|------------------------|-------------------------------|-------------------------------|--|
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## Policy and Performance Review Committee: Work Programme - Session 2025/2026

| Date         | Standing Items                                 | Performance Monitoring / Inspection Reports  | Other Reports / Reports Requested by Members |
|--------------|--|--|--|
| 2 April 2026 | Actions Log<br>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>                        |  |
| 18 June 2026 | Actions Log<br>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

Additional Support Needs

Quarterly Dashboard of Planning Enforcement Activity – new report to PPRC



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|-----------------------|--|----------|
| <b>COMMITTEE:</b>     | Policy and Performance Review Committee                                      | <b>4</b> |
| <b>MEETING DATE:</b>  | 2 April 2026   |          |
| <b>BY:</b>            | Depute Chief Executive – Resources and Economy                               |          |
| <b>REPORT TITLE:</b>  | Policy and Performance Review Committee<br>(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 In 2025, 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. An update was provided to PPRC at the December meeting.
- 3.3 Progress and update commentary has been added for Members' consideration. The only action which is not closed or recommended for closure relates to Integrated Impact Assessments. The Service

Manager – Strategy, Policy and Performance is now in post and will support an Elected Member training session following initial engagement with officers.

- 3.4 Action 10 relates to the completion of the skills matrix and is marked for closure. All Members completed the matrix and following review of the comments provided, the following additional actions have been progressed:
  - 3.4.1 Reminder to all Members sent regarding the LGBF Members’ briefing session in March
  - 3.4.2 Officer report writing guidance updated to be explicit on use of plain language and to be clear on the need to incorporate the potential practical implications of decisions
  - 3.4.3 Line added to the chair’s briefing to flag the use of jargon and acronyms at the start of committee meetings
  - 3.4.4 Chairing skills to be added to the 2027 Councillor Induction Programme
  - 3.4.5 Improvement Service providing options to allow members to participate in Peer Review/feedback sessions – information to be circulated when received.

#### **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    |                                     |
| Corporate parenting and care-experienced young people |                                     |
| Storage/collection of personal data                   |                                     |
| Other   |                                     |

## 7 APPENDICES

7.1 Appendix 1 - PPRC Development Plan 2025- 2027

## 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>        | 24 March 2026  |

### 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>  | 26 March 2026             |

## 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>CLOSED</b>   |
| 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 | <p><b>Recommended for closure</b></p> <p>Mar 26 - Standing Orders update approved by Council February 2026</p> <p>Dec 25 - An initial discussion took place with Cllr</p> |

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|  |  |  |  |  |  | <p>Hampshire, Chair of the Cabinet in November 2025. The Head of Corporate Support agreed to draft amendments to the to the 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> |
|--|--|--|--|--|--|--|

## Increased and better-quality scrutiny to support improvement.

| <b>Members are supported to take a full and active role in committee.</b> |   |   |                 |                               |                           |   |
|---|---|---|-----------------|-------------------------------|---------------------------|---|
| <b>No.</b>  | <b>Action</b>   | <b>Evidence required to close action</b>  | <b>Due Date</b> | <b>Owner - Member</b>         | <b>Owner - Officer</b>    | <b>Comments</b>   |
| 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 | <b>CLOSED</b><br><br>The Head of Corporate Support has added to the project plan for Elected Member Induction 2027  |
| 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 | <b>CLOSED</b><br><br>Questioning Techniques Training completed on 18 September 2025.<br><br>A scrutiny guide has also been attached at Appendix 2 for member's consideration. |

|    |  |  |               |                   |                           |   |
|----|--|--|---------------|-------------------|---------------------------|---|
|    |  |  |               |                   |                           | <p>This can be a tool member's use to support ongoing development.</p> <p>Sessions will be built into the 2027 Induction Programme and ongoing elected member Learning and Development Programme. Further sessions to be planned.</p> |
| 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 | <p><b>Recommended for closure</b></p> <p>Mar 26 - Standing Orders update approved by Council February 2026</p> <p>Dec 25 - This will be included in the proposed changes to Standing Orders noted at item 2.</p>                      |

|    |  |  |   |                                 |  |  |
|----|--|--|---|---------------------------------|--|--|
|    |  |  |   |                                 |  | 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>CLOSED</b><br>Elected Member Scrutiny Guide available.  |
| 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 | <b>Recommended for closure.</b><br><br>Mar 26 - Members Briefing Session held on 10 March 2026 (11 Members attended)<br><br>Dec 25 - This has been added to the Members Briefing Programme for 10 March 2026.<br><br>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) | Head of Corporate Support                    | These will be scheduled in 2026.   |

|     |  |   |                |  |                           |  |
|-----|--|---|----------------|--|---------------------------|--|
|     |  |   |                | awareness session).                                  |                           |  |
| 9.  | To maintain wider pre-meeting approach | All committee members attending pre-meets.  | September 2025 | Cllr Jardine   | Head of Corporate Support | <b>CLOSED</b><br><br>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 | <b>Recommended for closure</b><br><br>Mar 26 - All members completed matrix.<br><br>Dec 25 - 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.<br><br>To be considered for closure at next meeting following receipt of all |

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|  |  |  |  |  |  | member input to matrix. |
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|-----------------------|---|----------|
| <b>COMMITTEE:</b>     | Policy and Performance Review Committee   | <b>5</b> |
| <b>MEETING DATE:</b>  | 2 April 2026  |          |
| <b>BY:</b>            | Executive Director for Council Resources  |          |
| <b>REPORT TITLE:</b>  | Q3 2025/26 Performance Reports:<br>Head of Corporate Support, Head of Development,<br>Head of Education and HSCP Operations |          |
| <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 Corporate Support, Development Services, Education and HSCP Operations during Q3 2025/26 (Oct – Dec 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 all Heads of Service reports have now been presented to the Committee and the Strategic (Council-wide) report will be presented at the next meeting.

## **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 Council's 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 Corporate Support, Head of Development, Head of Education and Head of Operations are shown in Appendix 1 to 4 respectively.
- 3.5 The remaining Heads of Service performance reports will be 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 Corporate Support
- 7.2 Appendix 2: Head of Development
- 7.3 Appendix 3: Head of Education
- 7.4 Appendix 4: HSCP Operations

## **8 BACKGROUND PAPERS**

- 8.1 None.

## **9 AUTHOR AND APPROVAL DETAILS**

### **Report Author(s)**

|                    |  |
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| <b>Date</b>      | 12/03/2026   |

#### 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> | Yes                       |
| <b>Approval Date</b>  | 23 March 2026             |

# Head of Corporate Support

# 2025/26 Quarter 3 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   | 31 Dec 2025 |           | Comments   |
|---|---|-------------|-----------|--|
|   |   | Due Date    | Status    |  |
| Priority 1<br><input checked="" type="checkbox"/> Implement the Councils Communications Strategy 2022-2027<br><br><input checked="" type="checkbox"/> Implement the Councils Digital Strategy 2022-2027 | Deliver - new format staff recognition awards   | Mar 2027    | On target | <ul style="list-style-type: none"> <li>• Inspire Awards was held 5 Nov 2025. Positive feedback received.</li> <li>• Progress to be reported annually to CLT</li> <li>• Planning commenced to consider the development of the new Communication Strategy to align with the new Council Plan</li> </ul>  |
|   | Council Plan Action Plan Action Number 1<br><br>Specific Actions Finance System Implementation (phase 1), updated delivery plan for Housing Management System, It roll out within new schools, network upgrades, more services offered on online platform (measure below) and further utilisation of M365.<br><br>Produce annual workplan | Mar 2027    | On target | The Digital Transformation board terms of reference have been reviewed to establish the Strategic Customer and Digital Board in line with the Council's wider operational governance review. The Board will monitor the implementation of the Digital Strategy including the key Strategic Change projects noted within the actions column.<br><br>Staffing resource changes were implemented between December 2025-March 2026 to support the delivery of the strategy. Planning has commenced to review the current strategy and supporting workplan. |








|  |  | 31 Dec 2025   |           |  |   |
|--|--|---|-----------|--|---|
| What we will do  | Actions  | Due Date  | Status    | Comments   |   |
| <input checked="" type="checkbox"/> Implement the Councils HR policies                                     | <p>Policy Reviews – Redundancy Policy, Recruitment and Selection, Managing Attendance, Time Off Work for Trade Union Duties and Activities Policy</p> <p>Gender Based Violence now approved and published.<br/>Prevention of Sexual Harassment Policy, Redundancy Policy and Time of for TU Duties Policy consultations complete and planning to take to May Cabinet.</p> <p>Current policies being reviewed by HR - Managing Attendance Policy, Draft Drug and Alcohol Policy and Testing Policy and Redeployment Policy.</p> <p>Prevention of Bullying &amp; Harassment planned review.<br/>The process for policy approval is HR officers review and engagement with TU colleagues, CLT consideration, full employee consultation, CLT approval to go to Cabinet, Cabinet consideration</p> | Mar 2027  | On target | CLT, full TU and employee consultation, CLT then Cabinet   |   |
| <input checked="" type="checkbox"/> Implement the Councils Improvement to Excellence Performance Framework | <p>Update the I2E Framework</p> <p>structured approach to embedding self-evaluation and continuous improvement align to the Public Sector Improvement Framework.</p>   | May 2026  | On target | CLT agreed to implemented the Framework in November 2025. An update to the Service Planning guidance was also approved to mandate all services to complete a service plan including self-evaluation process by June 2026.  |   |
| <input checked="" type="checkbox"/> Undertake Pay and Grading Model Review                                 | <p>Develop new pay and grading model in partnership with Trade Union colleagues.</p>   | Jun 2027  | On target | Review ongoing. Officers currently modelling and costing options.  |   |
| <input checked="" type="checkbox"/> Implement the Councils Workforce Plan 2023-2027                        | <p>Council Plan Action Plan Action Number 2</p> <p>Implement the council's 2023-27 Workforce Plan which is focused on:</p> <ul style="list-style-type: none"> <li>Review all actions to ensure measurable, develop performance management framework for workforce planning, support services to carry out succession planning within their service design and planning, deliver training for senior leaders and HR/OD officers and review and update the Council's Strategic Workforce Plan 2026-2028</li> </ul>   | Mar 2027  | On target | <ul style="list-style-type: none"> <li>Progress is reported and monitored through CLT, JCC and to Cabinet.</li> <li>Project team meet on a monthly basis to review and progress actions.</li> <li>HR and OD staff completed training in June 2025 as part of the work to the review and update to the Councils Workforce Plan for 2026 - 2029.</li> <li>CLT completed Strategic Workforce Leadership training to support the development of the 2026 2029. Following the Audit Scotland Workforce Planning Thematic Review, a new plan will be developed by August 2026 and will incorporate any outstanding actions from Workforce Plan 2023-2027.</li> </ul> |   |
| Priority 2   | <input checked="" type="checkbox"/> Develop the Councils Equality Plan 2025-2029   | <p>Detailed action plan to be progressed and reported through bi-annual equality outcomes and mainstreaming reports</p> | Apr 2026  | On target  | Work commenced to re- establish Equalities Network to monitor actions |

## 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 Mar 2025 | Actual 30 Jun 2025 | Actual 30 Sep 2025 | Actual 31 Dec 2025 | Target 31 Dec 2025 | Comments   |
|---|---|--------------------|--------------------|--------------------|--------------------|--------------------|--|
| Number of on-line form transactions using Customer Platform including anonymous users |    | 33055              | 57798              | 36399              | 32012              | 35000              |  |
| Actual outturn as a % of budgeted expenditure   |    | 96.6               | 98.1               | 98.4               | 99.0               | 100.0              | The service is expected to operate within budget   |
| Average number of work days lost through sickness absence per employee (FTE)          |    | 9.4                | 2.2                | 4.8                | 8.5                |                    | Figures are cumulative. Total FTE employees is 216.7. FTE days lost is 1836  |
| Complaints - % complete in stage 1  |  | 0.0                | 100.0              | 67.0               | 50.0               | 100.0              |  |
| Percentage Of FOI/EIR requests completed within timescale (%)                         |  | 98.0               | 97.0               | 100.0              | 100.0              | 100.0              |  |
| Percentage of staff who have completed Basic Equalities Training                      |  |                    |                    |                    | 66%                |                    | Equalities and Diversity – 66% - or 3818 employees. This means how many people have an up to date pass (have to re-do every 12 months).<br>Corporate Support – 72% - 220 employees |
| Corporate Support agency staff usage  |  | 0.00               | 0.00               | 0.00               | 0.00               |                    | Corporate support indicator for agency staff usage.  |

# Head of Development

# 2025/26 Quarter 3 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 |   | 31 Dec 2025 |          |          |  |
|-----------------|---|-------------|----------|----------|--|
|                 |   | Actions     | Due Date | Status   | Comments   |
| Priority 2      | <input checked="" type="checkbox"/> Deliver East Lothian's Local Employability Partnership No One Left Behind Delivery Plan 2022-2025 |             | Mar 2026 | on going | Reports to East Lothian Council's Connected Economy Group  |
| Priority 3      | <input checked="" type="checkbox"/> Deliver the Councils Community Wealth Building Action Plan to embed CWB principles                |             | Jun 2029 | On track | <ul style="list-style-type: none"> <li>• Progress reports are provided to the East Lothian Partnership</li> <li>•</li> </ul> |

|  |  | 31 Dec 2025 |          |   |  |
|--|--|-------------|----------|---|--|
| What we will do  | Actions  | Due Date    | Status   | Comments  |  |
| <input checked="" type="checkbox"/> Deliver the Councils Local Economy Strategy 2024-2029                  | <p>Council Plan Action Plan Action Number 25</p> <p>Deliver the East Lothian Local Economy Strategy 2024-2034</p> <p>Council Plan Action Plan Action Number 28</p> <p>Support the growth and resilience of East Lothian's business base by targeting advice, funding, and capacity-building support to SMEs, start-ups, and rural enterprises, with a focus on socially and environmentally responsible businesses, local supply chain development, and inclusive employment. Encourage innovation, entrepreneurship and new models of ownership such as social enterprises and cooperatives, aligned to opportunities in priority sectors including clean energy, food &amp; drink, tourism, digital, and care.</p> <p>Council Plan Action Plan Action Number 36</p> <p>Support the provision of improved broadband and seek improved mobile telephony, including in rural areas.</p> | Jun 2029    | On track | New strategy approved at a meeting of East Lothian Council in April 2024. Progress reports and monitoring will be carried out via Council   |  |
| <input checked="" type="checkbox"/> Deliver the Councils Local Heat and Energy Efficiency (LHEES) Strategy |  | Jun 2029    | On track | A RAG Assessment showing progress on the actions within the LHEES Delivery Plan was presented to Council in October 2025. The assessment showed that 8 actions are green, meaning that they have been completed, 17 are amber, meaning that some progress has been made, and 17 are red, meaning that progress has yet to be made. Our partnership with Lothian Heat CIC will hopefully enable us to make further progress. |  |

|  |  | 31 Dec 2025 |          |  |  |
|--|--|-------------|----------|--|--|
| What we will do  | Actions  | Due Date    | Status   | Comments   |  |
| <input checked="" type="checkbox"/> Develop the Council's second Local Development Plan (LDP2) 2023-2033     | <p>Council Plan Action Plan Action Number 25</p> <p>Deliver the East Lothian Local Economy Strategy 2024–2034 by supporting a fair, green and resilient economy through aligned planning policy and regional collaboration. This includes integrating the goals of the Local Economy Strategy into Local Development Plan 2 and the Regional Prosperity Framework</p>  | Mar 2030    | On track | <p>Scottish Government has approved the Council's Evidence Report, allowing us to focus on preparation of a Proposed Plan. Ongoing progress will be reported and monitored via regular Group Leader meetings and Member Briefings.</p>   |  |
|  | <p>Council Plan Action Plan Action Number 26</p> <p>Prepare, consult on and then adopt Local Development Plan 2, taking account of any local place plans that communities bring forward and allocating sufficient land for development.</p> <p>Council Plan Action Plan Action Number 27</p> <p>Proactively lead the development and promotion of East Lothian's strategic sites, including the Edinburgh Innovation Hub, Cockenzie, Blindwells, and Dunbar.</p> |             |          |  |  |
| <input checked="" type="checkbox"/> Implement the Councils Climate Change Strategy and Action Plan 2025-2030 | <p>Council Plan Action Plan Action Number 23</p>   | Mar 2030    | On track | <p>New Strategy Approved by Council on 29 April 2025 <a href="https://www.eastlothian.gov.uk/meetings/meeting/17334/east_lothian_council">https://www.eastlothian.gov.uk/meetings/meeting/17334/east_lothian_council</a>: Progress will be reported through the Climate Change Strategy annual reports</p> <p>ELC has met the interim target for the first year of its most ambitious carbon budget.</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 Mar 2025 | Actual 30 Jun 2025 | Actual 30 Sep 2025 | Actual 31 Dec 2025 | Target 31 Dec 2025 | Comments   |
|--|-----|--------------------|--------------------|--------------------|--------------------|--------------------|--|
| DM11 Major developments: average number of weeks to decision   | ?   | 10.1               |                    |                    |                    | 17.4               |  |
| DM12 Local developments: average time in weeks   | ?   | 6.9                |                    |                    |                    | 8.7                |  |
| DM13 All Local developments: % determined within 2 months  | ?   | 94.3%              |                    |                    |                    | 80.0%              |  |
| DM14 Householder developments: average time (weeks)  | ?   | 6.7                |                    |                    |                    | 8.7                |  |
| DM18 Approval Rates: Percentage of all applications granted in period                                | ?   | 96.1%              |                    |                    |                    | 90.0%              |  |
| EDSI_B01 Number of Business Gateway-Start ups - quarterly  |     | 17                 |                    |                    |                    | 53                 |  |
| Actual outturn as a % of budgeted expenditure  | ★   | 78.2               | 99.1               | 97.5               | 94.0               | 100.0              | The service is expected to operate within budget                             |
| Average number of work days lost through sickness absence per employee (FTE)                         | !   | 4.2                | 1.9                | 5.6                | 7.4                |                    | Figures are cumulative. Total FTE employees is 53.76. FTE days lost is 396.2 |
| Complaints - % complete in stage 1   | ★   | 100.0              | 100.0              | 60.0               | 43.0               | 100.0              |  |
| Percentage Of FOI/EIR requests completed within timescale (%)  | ▲   | 97.0               | 100.0              | 96.0               | 90.0               | 100.0              |  |
| Average time per business and industry planning application (weeks)                                  |     |                    |                    |                    |                    |                    |  |
| Housing approvals  |     |                    |                    |                    |                    |                    |  |
| % of people involved in Council operated employability programmes progressed into employment (Quarte |     | 19%                | 15%                | 16%                |                    | 17%                |  |

# Head of Education

# 2025/26 Quarter 3 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 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   | 31 Dec 2025   |          |           |  |
|---|---|----------|-----------|--|
|   | Actions   | Due Date | Status    | Comments   |
| Priority 1<br><input checked="" type="checkbox"/> East Lothian Digital Learning and Teaching Strategy 2022 - 2027                       | Council Plan Action Plan Action Number 7<br><br>Reduce the poverty related attainment gap, raise the attainment and achievement of our children and young people and help our children and young people achieve their potential<br><br>Develop East Lothian’s Local Employability Partnership No One Left Behind Delivery Plan 2026-2031  | Jul 2026 | On target | Refreshed document finalised, planned to go to March 2026 Education Committee  |
| Priority 2<br><input checked="" type="checkbox"/> Deliver the Councils Education Service Progress Report and Improvement Plan 2025-2026 | Action Plan No.11<br><br>Develop the Councils Education Service Progress Report and Improvement Plan 2025-2026<br><br>There are 3 key priorities in our 3-year plan, under Quality Indicators from How Good Is Our School :<br>• 2.2 Curriculum and<br>• 2.3 Learning Teaching and Assessment<br>• 3.1 Ensuring Wellbeing, Equality and Inclusion<br>• 3.2 Raising Attainment and Achievement | Nov 2026 | On target | The Raising Attainment Strategy was approved in March 2024. Approved in November 2025The Education Progress and Improvement Plan, is presented each year at Education and Children's Services Committee for approval |
| Priority 3<br><input checked="" type="checkbox"/> Deliver the Councils Learning Estate Improvement Plan (LEIP)                          | Council Plan Action Plan Action Number 30<br><br>Invest £100 million + in our school estate, including new primary schools and extensions or upgrades to schools across the county to meet growing demand in line with the Learning Estate Strategy   | Mar 2026 | On target | Progress with the investment in the school estate and infrastructure is reported to council through the quarterly financial reviews.   |

## 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 Mar 2025 | Actual 30 Jun 2025 | Actual 30 Sep 2025 | Actual 31 Dec 2025 | Target 31 Dec 2025 | Comments   |
|--|-----|--------------------|--------------------|--------------------|--------------------|--------------------|--|
| Actual outturn as a % of budgeted expenditure                                | ★   | 97.2               | 98.8               | 98.9               | 98.9               | 100.0              | There are pressures in the external day schools and residential costs, these have been offset by underspends elsewhere. Overall the service is expected to be within budget.   |
| Average number of work days lost through sickness absence per employee (FTE) | !   | 10.3               | 2.3                | 4.1                | 7.1                |                    | Figures are cumulative. Total FTE employees is 1903.9. FTE days lost is 13537.8  |
| Complaints - % complete in stage 1   | ★   | 50.0               | 48.0               | 45.0               | 26.0               | 100.0              |  |
| Percentage Of FOI/EIR requests completed within timescale (%)                | ●   | 100.0              | 98.0               | 90.0               | 96.0               | 100.0              |  |
| % of pupils identified as having Additional Support Needs                    | !   | 38%                | 37%                | 39%                | 39%                |                    |  |
| % school attendance for Looked After Children                                | ●   | 89%                | 89%                | 89%                | 88%                | 88%                | Figures are cumulative to date relative to the academic year that the KPI reporting period falls within. Includes pupils recorded as looked after at home, looked after away from home, and previously looked after.                               |
| Number of children in receipt of school clothing grants                      | !   | 2,015              | 1,737              | 1,670              | 2,294              |                    |  |
| Percentage of 16-19 year olds participating in learning, training or work    | ?   |                    |                    | 95%                |                    | 96%                |  |
| School exclusion rate per 1000 pupils  | ★   | 16.2               | 20.1               | 2.8                | 10.1               | 18.3               | Exclusion Figures are cumulative year to date relative to the academic year that the KPI reporting period falls within. School exclusion rates will be lower at the start of the school academic year and typically rise during the academic year. |

# Head of Operations

# 2025/26 Quarter 3 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  | 31 Dec 2025 |        | Comments  |
|--|--|-------------|--------|---|
|  |  | Due Date    | Status |   |
| Priority 2<br><input checked="" type="checkbox"/> Implement the IJB Strategic Plan 2022-2025 | Council Action Plan No.16<br>Develop the IJB Strategic Plan 2025-2028<br><br>Council Action Plan No.18<br>Continue to develop services and facilities to allow people to remain in their own home for as long as it is safe to do so, including working with our NHS partners to further develop the hospital to home and hospital at home services to get people home from hospital quickly and enable them to stay at home<br><br>Council Action Plan No. 19<br>Work with NHS Lothian to improve access to GP facilities and services in our communities | Dec 2025    |        | A final version of the new East Lothian Integration Joint Board (IJB) Strategic Plan was approved at a meeting of the IJB in February 2026. Development of the Plan had taken place throughout 2025, informed by analysis of the local and national context as well as extensive feedback gathered through stakeholder engagement.<br><br>Work is now underway to develop the associated Annual Delivery Plan for 2026/27. This will set out the planned activity to progress the IJB's strategic objectives and delivery priorities for the year ahead. In parallel, a refresh of the current performance framework is in progress. This will identify a comprehensive range of performance metrics at both operational and strategic levels and will clarify the reporting arrangements for different stakeholders, including the IJB and its Strategic Planning Group, as well as to NHS Lothian and East Lothian Council PPRC.<br><br>It is anticipated that a revised set of performance metrics for future reporting to PPRC will be in place from Q1 of 2026/27. |

## 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 Mar 2025 | Actual 30 Jun 2025 | Actual 30 Sep 2025 | Actual 31 Dec 2025 | Target 31 Dec 2025 | Comments  |
|---|-----|--------------------|--------------------|--------------------|--------------------|--------------------|---|
| HSCP_AS01b Percentage of people aged 65+ with long term care needs receiving personal car | ★   | 55.9%              | 56.4%              | 56.6%              | 57.6%              | 55.0%              | In Q3, 58% of people over 65 with intensive care needs receiving personal care received it at home, 41% in a nursing or care home setting, and 1% in a hospital setting. The percentage of people over 65 with intensive care needs receiving personal care at home has increased slightly compared to recent years. Supporting people to remain in their own homes, with as much independence as possible continues to be an East Lothian IJB strategic priority and is reflected in the IJB's new Strategic Plan. Additional metrics that demonstrate performance against this priority will be considered for inclusion in future reporting to PPRC. |

| Measure ↑   | RAG | Actual 31 Mar 2025 | Actual 30 Jun 2025 | Actual 30 Sep 2025 | Actual 31 Dec 2025 | Target 31 Dec 2025 | Comments  |
|---|-----|--------------------|--------------------|--------------------|--------------------|--------------------|---|
| HSCP_01a Number of standard delayed discharges at census day each month | ▲   | 14                 | 10                 | 9                  | 11                 | 10                 | <p>The average number of Standard Delayed Discharges (SDD) on census day increased slightly from the previous quarter but remained significantly lower than in Q3 of the previous year.</p> <p>The increase in delays during 2024/25 reflected pressures across the health and care system. Measures introduced later in 2024/25 have since had a positive impact, reducing delays to the low levels previously sustained in East Lothian. These formed part of East Lothian's contribution to the Lothian-wide Unscheduled Care Performance Improvement Programme, supported by additional Scottish Government funding. Activity included expanding capacity in Care at Home, Discharge to Assess and Enhanced Discharge to Assess pathways, and Social Work assessment. A new Single Point of Access was also established to coordinate supported discharges and reduce avoidable admissions.</p> <p>Performance against several related indicators has also improved, including hospital bed occupancy and length of stay. As part of the ongoing review of HSCP metrics reported to PPRC, the inclusion of additional measures relating to patient flow will be considered.</p> |
| HSCP_04 Number of hours of Care at Home provided by internal services   | !   | 1726.0             | 1606.0             | 1691.0             | 1541.0             |                    | <p>There was a slight decrease from the previous quarter in the number of hours of care delivered by internal services at the end of Q3.</p> <p>This indicator relates specifically to the number of hours delivered directly by the HSCP internal Homecare Service. Care at home is also delivered by the HSCP Hospital to Home team and through external providers (see indicator below). Overall, the total number of care at home hours delivered increased during 2025/26, in part due to the allocation of additional Scottish Government funding to support improvements to unscheduled care. HSCP activity continues to focus on maximising the most efficient use of available care at home resources. This includes through the delivery of a cross-service daily Care at Home Huddle. Strategic oversight of care-at-home provision is led by the Care at Home Change Board, which has recently developed a new Care at Home Strategy aligned with the updated IJB Strategic Plan.</p>   |

| Measure ↑  | RAG | Actual 31 Mar 2025 | Actual 30 Jun 2025 | Actual 30 Sep 2025 | Actual 31 Dec 2025 | Target 31 Dec 2025 | Comments   |
|--|-----|--------------------|--------------------|--------------------|--------------------|--------------------|--|
| HSCP_03 Number of hours of Care at Home provided by external commissioned services - over 65 | !   | 6487.0             | 6345.0             | 6263.0             | 6625.0             |                    | The number of hours delivered by external providers in Q3 was slightly higher than the previous quarter. The position in relation to external care at home provision continues to be stable. This follows a period of significantly instability amongst external providers during 2022 which led to a sharp decline in hours available at that time. The HSCP continues to closely monitor external provision of care at home services, providing support to providers where appropriate and intervening if necessary.     |
| HSCP_02 Number of people who have been assessed and are waiting for a care at home package   | !   | 74.0               | 66.0               | 56.0               | 52.0               |                    | The number of people assessed and waiting for a package of care (POC) had reduced by the end of Q3 (52 people waiting in Q3 compared to 56 in Q2). There has been a significant and sustained reduction in the number of people waiting over the last 2 years (a reduction from 156 in the same quarter of 2022/23). Work is ongoing to closely monitor and manage care at home capacity through a daily Care at Home Huddle and delivery of ongoing efficiency measures. Regular review of existing packages is also key. |
| HSCP_05 Number of occupied Bed Days for Standard Delayed Discharges.                         | ▲   | 712.0              | 579.0              | 315.0              | 427.0              | 290.0              | This indicator shows the number of bed days related to hospital delays - see indicator above for context.  |
| HSCP_06 Number of people waiting for a social care assessment                                | !   | 9.0                | 7.0                | 7.0                | 7.0                |                    | The number of people waiting for a social care assessment in East Lothian remained low for Q3, comparing favourably with the Scottish rate.  |
| Actual outturn as a % of budgeted expenditure  | ★   | 104.3              | 99.8               | 100.3              | 100.3              | 100.0              | There are overspend in external commissioned services but these are offset by underspends in staffing and additional unscheduled care funding. The service is expected to breakeven.   |
| Average number of work days lost through sickness absence per employee (FTE)                 | !   | 23.8               | 4.6                | 8.9                | 14.9               |                    | Absence figures are cumulative. The increase in Q3 reflects the impact of flu and other seasonal viruses on staff attendance. The cumulative total at Q3 was in line with the previous year. The HSCP continues to closely monitor and manage absence levels, including through monthly absence management clinics, which provide support and guidance to managers in relation to attendance management.   |

| Measure ↑   | RAG | Actual 31 Mar 2025 | Actual 30 Jun 2025 | Actual 30 Sep 2025 | Actual 31 Dec 2025 | Target 31 Dec 2025 | Comments   |
|---|-----|--------------------|--------------------|--------------------|--------------------|--------------------|--|
| Complaints - % complete in stage 1                            | ▲   | 33.0               | 80.0               | 73.0               | 68.0               | 100.0              | A Stage 1 complaint should be resolved within 5 working days, unless exceptional circumstances, including in relation to more complex complaints - in which case, an additional 5 days can be applied to the timescale. In this quarter, all complaints were closed either in the standard or extended timescale. The HSCP continues to hold weekly complaints meetings chaired by senior management to ensure a timely and effective response, as well as to identify learning. |
| Percentage Of FOI/EIR requests completed within timescale (%) | ★   | 100.0              | 100.0              | 100.0              | 100.0              | 100.0              |  |