

# Shared risk assessment: Assurance and improvement plan 2010–13

East Lothian Council



# Contents

<b>1. Introduction</b>	<b>2</b>	Strataegic priorities	10
What do we mean by scrutiny risk assessment?	3	Service performance	15
<b>2. Summary</b>	<b>5</b>	Areas of good performance	17
Overall scrutiny risk assessment	5	<b>5. Corporate assessment</b>	<b>19</b>
Scrutiny activity	6	Implications for scrutiny	20
<b>3. The council's context</b>	<b>8</b>	<b>Appendices</b>	<b>21</b>
Self-evaluation	8	Appendix 1 - Risk assessment	21
<b>4. Delivering outcomes for communities</b>	<b>10</b>	Appendix 2 : Outline summary of scrutiny activity	44

# 1. Introduction

1. This Shared Risk Assessment and Assurance and Improvement Plan (hereafter referred to as the AIP) sets out scrutiny activity in East Lothian Council (the council) for the period from April 2010 to March 2013. It is the product of a collaborative approach adopted by the following scrutiny bodies operating in the council:
  - Audit Scotland
  - Care Commission
  - HM Inspectorate of Education (HMIE)
  - Scottish Housing Regulator (SHR)
  - Social Work Inspection Agency (SWIA).
  
2. The AIP explains the basis of our risk assessment of the council, and sets out the scrutiny response. The focus of scrutiny activity is on areas where it is most needed. It draws on a number of sources of information, including:
  - the council's own web-site, self-evaluation and supporting evidence available to date
  - reports from HMIE, SWIA, SHR and the Care Commission (including published inspection reports and other supporting evidence)
  - reports from Audit Scotland (including national studies and reports from the external auditor) and the Audit of Best Value and Community Planning in the council (published October 2007)
  - the annual audit report to the Controller of Audit and elected members for 2008/09
  - statutory performance indicators
  - customer and user satisfaction data.

## What do we mean by scrutiny risk assessment?

3. For the purpose of drawing together the AIP, scrutiny bodies have agreed the following definition:  
  
***'shared risk assessment is a joint approach using key information about local government to plan scrutiny activity that is proportionate and based on risk'***
  
4. In the Risk Assessment in Appendix 1 the Local Area Network (LAN) has considered Outcomes (as taken from the Single Outcome Agreement (SOA)), Service Areas and Corporate Assessment Areas. An overarching risk assessment has been reached for each area and categorised as follows:
  - Red, where there are significant concerns which would indicate that we would need to undertake some scrutiny activity in order to provide public assurance.

- Amber, where there are areas of uncertainty or gaps in the information available to us to determine whether or not we need to undertake some scrutiny activity.
  - Green, where we have no significant concerns. However due to ministerial direction, or for reasons of statute, audit and inspection may still be required.
  - Gold, this indicates exceptional performance, outstanding improvement or promising innovation which others can learn from.
5. The overall objectives of this new approach are to maximise the efficiency and effectiveness of scrutiny work and minimise the impact of scrutiny activity on the council. This will be achieved by:
- jointly identifying and monitoring key risks through the sharing of intelligence and information
  - building on each other's work to maximise its value
  - coordinating the timing and approach of our risk assessment work
  - working collaboratively together.
6. A shared risk assessment process will be undertaken annually by members of the LAN to inform a rolling three year AIP. Risk levels will change as significant events occur and as councils take action to address risks. Scrutiny bodies, through respective LANs, will remain informed about scrutiny activity in a council. Councils are encouraged to maintain contact with the LAN Lead to discuss any concerns arising from the AIP or any joint scrutiny activity.

## 2. Summary

### Overall scrutiny risk assessment

**Service delivery in East Lothian is largely satisfactory and improving although performance management and self-evaluation arrangements have yet to be fully embedded across the council. Overall the council's SOA National Outcomes in the first year of operation have shown positive and negative achievement against targets in equal measure. Four areas of significant concern have been identified in the shared risk assessment: financial management and managing for the recession; asset management; risk management; and the fact that Adult Social Care services are going through a period of change which may impact on service delivery.**

**In response to the council's improving service performance and areas of concern the proposed scrutiny response is for the local audit team to include financial management and the recession, asset management and risk management within the scope of the 2010/11 audit, and for SWIA to review the impact of the changes on Adult Social Care services through scrutiny assessments, with a focus on partnership arrangements with the NHS and capacity within the service.**

7. Overall the council has received generally positive reports from inspectors, scrutiny and audit agencies, and services have shown an overall improvement trend. The council has demonstrated progress against its Best Value Improvement Plan, with all action points substantially underway or completed.
8. The council uses a variety of approaches to undertake self evaluation including 'How Good is our Council' (HGIOC). The HGIOC approach applicable to the council as a whole is still developing and so it is too early to place full reliance on HGIOC to reduce scrutiny activity.
9. Elected members and officers have established a cohesive vision, values and aims for East Lothian and have good lines of communication. They have recently implemented a revised committee structure to enhance governance and accountability within the council in a positive and transparent way, with council papers being readily available on the internet. Good collaboration with community planning partners helped achieve the SOA for 2009 and all partnership members are committed to achieving the outcomes. The 2008 SOA outcomes were broadly neutral in achievement overall. In consultation with local residents the council recognises that it must identify priorities for improved service delivery within limited resources.
10. The council is improving its capacity for change by developing management expertise through 'Challenge for Change' and adoption of Prince 2 project management methodology for major projects. As part of the 'Challenge for Change' the council launched its Transformational Leadership Programme which provides an integrated leadership and management development programme for business managers. Council services have demonstrated a general trend of improvement in recent years and inspectorates have mainly reported good and improving standards. The council is also introducing improved performance management and reporting, to support continued improvement.
11. A number of core national risk priorities, as identified by the Scottish Government, have been considered as part of the AIP process for all 32 councils. These are:

- the protection and welfare of vulnerable people, including access to opportunities. This area has been considered by the LAN as part of the assessment of the council's Education and Children's Services and Community Services. The changes proposed for Adult Social Care have been identified as an area of significant concern. SWIA and HMIE have proposed scrutiny activities in the AIP which will address this priority
- assuring public money is being used properly. Coverage of this area forms a routine element of the annual audit activity
- the impact of the greater financial pressure faced by councils associated with the current economic climate. The council is undertaking budgetary reviews to determine the adequacy of service funding and the ability to release efficiency savings. Again, this area forms a routine element of the annual audit activity, and of ongoing monitoring activities of other scrutiny bodies.

*National work:*

- SHR - submission of Scottish Housing Quality Standard monitoring information for mid point update will take place in the third quarter of 2010/11.
12. SWIA's initial performance inspection programme of all 32 local authority social work services has been completed. The primary purpose of their scrutiny activity is to provide independent assurance that services are well managed, safe and fit for purpose, and that they represent the best value for money. However, they recognize that scrutiny bodies in Scotland also play an important role in influencing a culture of continuous improvement and striving towards excellence. The SWIA Link Inspector will monitor issues such as the generation of aggregate outcome data and performance management information. They will actively promote and encourage self-evaluation on the part of councils, through the role of the Link Inspector and the application of SWIA self-evaluation guides. The council is developing its own self-evaluation approach 'How Good is Our Council'.

## Scrutiny activity

13. The focus of the AIP is *strategic* scrutiny activity, that is, scrutiny activity which is focused at corporate or whole service level. Normal activity that will continue includes: the annual audit by Audit Scotland, a programme of inspections and visits by the Care Commission, inspections by HMIE of schools and nurseries and ongoing monitoring by the SWIA Link Inspector. Normal scrutiny includes, for example, school and residential home inspections. Scrutiny bodies also reserve the right to make unannounced visits. These will generally be made in relation to services for vulnerable client groups.
14. *Strategic* scrutiny activity is outlined in Appendix 2. Normal scrutiny activity at unit level will be ongoing throughout the period of the AIP and is not reflected in Appendix 2. In addition to the four areas of significant concern identified above, the following strategic scrutiny activity is planned in East Lothian Council over the period of the AIP:

- HMIE as part of their normal activities will be undertaking a follow-up inspection of Educational Psychology Services in 2011. HMIE will also support the authority in implementing its validated self-evaluation action plan, and undertake a Child Protection Inspection in Year 1. The Child Protection Inspection is a Joint Inspection of Services to protect children - ie it is led by HMIE. It is a strategic inspection at the request of Scottish Ministers and includes staff from HMIC, SWIA, the Care Commission and Health.
- The Care Commission is undertaking a review of adoption and fostering arrangements in year 1.
- Audit Scotland will be undertaking an audit of Best Value and Community Planning in Year 2. There has been significant change in the senior management team of the council since the last Best Value audit in 2006/07, arrangements for performance management have yet to mature, and the council is embarking on a period of change in Adult Social Care. The scope of the BV2 will be proportionate and based on the risk assessment current at that time (ie it will take account of the findings of scrutiny activity undertaken by the LAN).
- The council is due to submit a progress report on its homelessness improvement plan in February 2011. Progress on project milestones is contained in the improvement plan which is reported internally on a monthly, quarterly basis to the review panel and annual basis to the cabinet.
- SWIA will conduct scrutiny assessments covering partnership arrangements and service capacity.

## 3. The council's context

15. East Lothian is approximately 270 square miles in area and has 43 miles of coastline. Its boundaries extend from Musselburgh, immediately east of Edinburgh's suburban edge, eastwards to Dunbar and beyond to the Scottish Borders. From the coastline of the Firth of Forth, an agricultural plain extends southwards to the Lammermuir hills.
16. The population of East Lothian is 94,440 and is forecast to grow by 21.2 per cent between 2006 and 2031, while the projected increase for Scotland is five per cent. Fifteen per cent of this growth is expected to arise from migration into the area rather than from natural change (ie births and deaths). In terms of the demographic profile, the proportion of working age residents is significantly lower than the Scottish average. The council has higher than average numbers of 0 -15 years and 65+ age groups, and within the latter category a higher percentage of lone pensioner households. The current demographic profile and changes in population growth will place increasing demands on council services.
17. Although East Lothian has relatively high economic activity and employment rates, the economic downturn has seen an increase in unemployment figures from the summer of 2008, largely in the western post-industrial towns. Fewer small businesses are starting up or expanding as credit has become more difficult to obtain from the banks. The average wage within East Lothian businesses tends to be lower than the Scottish average whilst the resident-based wage is higher from the commuter population. The number of young people moving from school into education, employment or training has improved steadily although the economic downturn may mean fewer employment prospects and increased competition for openings. However, East Lothian's housing market is part of the wider area of the 'Edinburgh City Region' which is reflected in high house prices. This presents challenges in providing affordable housing options and supporting local services and communities.

### Self-evaluation

18. It is widely accepted that rigorous self-evaluation should be a central part of council performance management arrangements to support continuous improvement, and that auditors and inspectors should place self-evaluation evidence at the heart of the risk assessment process, using it to ensure that external scrutiny is well targeted and proportionate.
19. In November 2009 the council introduced 'How Good is Our Council' (HGIOC) as its preferred model of self-evaluation. HGIOC provides a framework to enable services to identify their strengths and areas requiring improvement. The system has been designed to ensure that it adopts a user-friendly approach whilst linking clearly with other evaluation approaches such as Investors in People. The system is also intended to fulfil the requirements of external audit and inspection bodies. As this process matures, greater reliance may be placed on it, reducing scrutiny activity in future years. The proposed level of scrutiny activity takes account of the maturity of the council's self-evaluation arrangements.



20. The council has a long established internal audit function which delivers a programme of audits in line with its three year strategic audit plan and annual audit plan based on risk and other factors. This approach will be strengthened when the council introduces a Corporate Risk Register, in line with its Risk Management Strategy which was approved by the council in December 2009.

# 4. Delivering outcomes for communities

## Strategic priorities

**East Lothian Council is making good progress in delivering improved outcomes for local communities. Of the 15 SOA National Outcomes, no significant risks have been identified by the LAN, from an audit and inspection perspective, except for one outcome which has been identified as an 'area of uncertainty'. It relates to well-designed, sustainable places where one is able to access amenities and services required. To gather more information on this outcome, Audit Scotland will monitor progress with the Asset Management Plan and SHR will review progress against housing need. A number of other outcomes have small areas of concern that will be subject to Child Protection Inspections, additional monitoring and review as part of our regular routine statutory inspections, review work and audits. There will be one Child Protection Inspection as part of the second cycle of Child Protection Inspections as required by Scottish Ministers. There will only be a follow up if determined as part of the outcome of the inspection.**

21. The East Lothian Community Planning Partnership's SOA was agreed and signed by all partners in May 2009. Revised Community Planning structures have been developed to monitor the 2009/10 SOA, and outcomes and the council's performance management framework have been aligned during the preparation of the 2009 SOA.
22. The East Lothian Community Planning Partnership has produced an East Lothian SOA 2009, including an abbreviated version 'A Snapshot', which summarises the plan for the future of East Lothian. The snapshot covers the eight main themes and related outcomes, and explains 'why this is a priority'. This is an effective and simple document for introducing council staff, other organisations and the public to the rationale behind the SOA.
23. The eight key themes within the SOA, which reflect the context and needs of East Lothian, are:
  - encouraging enterprise, with a focus on small business, tourism and local food production
  - ensuring that our children and young people have the best start in life
  - promoting healthier, more active and independent lives
  - addressing inequality with a focus on tackling poverty and health inequalities, especially in the west of the area
  - building safer communities
  - ensuring that everyone in East Lothian has access to affordable housing
  - protecting and enhancing the environment
  - encouraging stronger and more vibrant communities.
24. The council reported its progress against the 2008/09 SOA in October 2009. The council works well with partners and can demonstrate some good examples of joint working. There is evidence to

suggest that the council and its partners are making some positive progress towards its strategic outcomes.

## **Encouraging enterprise, with a focus on small business, tourism and local food production**

25. Overall, there are no significant concerns in this area which require strategic scrutiny activity this year. However, normal scrutiny and statutory inspections will address the issues identified below.
26. The council has provided 'Business Gateway' start-up support for new and growth businesses. There have been promotional activities to market East Lothian businesses and tourism. However, the global economy is experiencing difficult economic conditions and banks are placing limits on business borrowing. Consequently there has been increased demand for council loans and advice on other forms of finance.
27. There has been support for specialist retail initiatives, and training and website support for small businesses. During 2008/09, East Lothian Investments provided direct support to small businesses that resulted in 49 new jobs being created and 150 being safeguarded. In 2006, 47 per cent of adults with learning disabilities known to the council had employment opportunities (Scotland 16 per cent).
28. Job density has not improved between 2005 and 2007 and there has been a volatile business start up rate since 2002. Overall start up rates for hotels and restaurants has declined. We note that there is a lack of adequate indicators for this area. There remains a need to further improve the progression from school to further education or employment.

### **Scrutiny response**

29. Performance indicators will be monitored by Audit Scotland as part of the annual audit work and Audit Scotland's annual audit will inform the scope of a BV2 audit in year 2, taking account of the wide ranging changes currently being undertaken by the council. HMIE will monitor the progression from school to further education or employment during statutory inspections.

## **Ensuring that our children and young people have the best start in life**

30. Overall, there are no significant concerns in this area which require strategic scrutiny activity. Normal scrutiny and statutory inspections will address the issues identified below.
31. The number of young people moving from school into higher and further education, employment or training has improved steadily, although the economic downturn may mean fewer employment prospects and increased competition for openings. Additional language support for English has been provided in four local secondary schools. Educational attainment of Looked after Children was amongst the best in Scotland, whilst attainment of the lowest 20 per cent of all children remains an area of concern for HMIE.

32. Recent HMIE, SWIA and Care Commission inspection reports on Children's Services have been largely positive and conclude that services to support vulnerable children are helpful in meeting children's needs. Child protection is considered good and good progress is being made in their protection in the longer term.
33. The council has been making progress in working together to support vulnerable children after being advised that it needs to improve assessments for children who are privately fostered and that risk assessments are required for a number of at risk people with learning disabilities. The council is facing larger than Scottish average numbers for children on the child protection register and increasing numbers of child referrals. In addition, access by children to voluntary sector provision for early intervention was not consistent.

### **Scrutiny response**

34. A statutory Child Protection Inspection will be carried out January/February 2011 by HMIE.

### **Promoting healthier, more active and independent lives**

35. Overall there are no significant concerns in this area which require strategic scrutiny activity at present. Normal scrutiny and inspections will address the issues identified below.
36. There is a mixed picture on the success of the council and its partners in addressing some health inequalities. East Lothian has volunteered and been chosen as a test site for 'Equally Well' by the Scottish Government, with a focus on early years and parenting. The rationale is to prevent disadvantage in health being passed from one generation to the next with the focus being on communities in the west of East Lothian which have significantly poorer health outcomes than average.
37. As part of the work on an Equally Well test site, there is a multi agency review of service pathways that impact on health in the target communities. In essence the review process is identifying what services do well, what needs improvement and what the council and the NHS need to change to deliver improved health in the early years for those communities. The Equally Well test site will help address issues such as the increase in alcohol related deaths (although lower than Scottish average), teenage pregnancies, and number of people being assessed as homeless.
38. East Lothian with its partners can demonstrate healthier more active and independent lives through increased use of sports facilities and the Active Schools programme which motivates school aged children to adopt active, healthy lifestyles throughout their school years and into adulthood.

### **Scrutiny response**

39. The Care Commission will follow-up the suitability of buildings for disabled people through its inspection process. Audit Scotland as part of its annual audit will monitor the progress of the Equally Well test site in respect of the concerns above.

## **Addressing inequalities with a focus on tackling poverty and health inequalities, especially in the west of the area**

40. Overall there are no significant concerns in this area which require strategic scrutiny activity. Normal scrutiny and statutory inspections will address the issues identified below.
41. The council's educational attainment of looked after children is the best in mainland Scotland and the residents experience of using social work services is good. Child protection is considered good and good progress is being made in their protection in the longer term. The council is addressing the long term care needs for older people who have more complex needs when admitted to care homes.
42. NHS Lothian and the council social work services use similar and effective assessment and planning models ensuring consistency of service delivery. The council's welfare rights team has ensured that over 1,500 people obtain benefits they are due. The council's residents with learning difficulties have access to living in their own tenancies, employment opportunities and alternative day opportunities well above the Scottish average. The council's homeless section was found to have good participation with the service users.
43. The council, in dealing with inequalities, has a strong focus on building safer communities and encourages strong and vibrant communities (see sections below: 'Building Safer Communities' and 'Encouraging Strong and Vibrant Communities').

### **Scrutiny response**

44. Planned scrutiny in respect of child protection is recorded above in paragraph 37.

## **Building safer communities**

45. Overall there are no significant concerns in this area which require strategic scrutiny activity. Normal scrutiny and inspections will address the issues identified below.
46. While there are some gaps in the monitoring information available, overall there are no significant concerns about community safety in East Lothian. For example there have been decreases in the number of people killed or seriously injured in road accidents, the level of recorded crime, the level of antisocial behaviour complaints, and the number of incidents of vandalism.
47. There are specific areas in need of improvement. SWIA have commented on the need for Children's Services to do more to improve the safety of foster carers when supervising contact with relatives of children in their care.

### **Scrutiny response**

48. In Year 1, HMIE will be carrying out a Child Protection Inspection. SWIA will monitor the improvement in the safety of foster carers when supervising contact with relatives of children in their care.

## **Ensuring that everyone in East Lothian has access to affordable housing**

49. There are significant concerns about progress in this area. The number of households assessed as homeless or potentially homeless has increased and there remains a lack of affordable and social rented housing in East Lothian.
50. Sustaining the level and quality of services provided within increasing budget constraints is challenging. Housing need in the area outstrips existing housing supply and the council took a cabinet decision not to try and meet its 2009 interim target but to focus entirely on the 2012 homelessness target.

### **Scrutiny response**

51. The council is due to submit a progress report on its homelessness improvement plan to the SHR in February 2011. This will inform any future follow-up work.

## **Protecting and enhancing the environment**

52. Overall there are no major concerns about the progress being made in this area.
53. The amount of waste being recycled is above the Scottish average and the council has introduced a new waste processing site which will improve efficiencies. Local environmental quality measures have improved with air quality meeting national standards. The council have received a Quality Planning Award for residential street design. When assessed by the Care Commission on environmental themes, 29 of the council's services scored above average.
54. Targets on reducing waste sent to landfill are not being met and the council does not have a strategic approach to sustainable development. However, it is currently developing an Environmental Strategy which aims to address the social and economic aspects of sustainable development. No formal central monitoring and reporting of the actions to deliver the strategy is carried out on a corporate basis, therefore it is difficult to assess the progress being made.

### **Scrutiny response**

55. As part of the BV2 audit, to be carried out in Year 2, it is anticipated that the council's progress in implementing its Environmental Strategy will be reviewed. In addition, the local external auditor will monitor the progress of waste reprocessing and plans to reduce carbon emissions.

## **Encouraging strong and vibrant communities**

56. Overall there are no major concerns about the progress being made in this area.
57. The council has a strong emphasis on community engagement. For example, in response to the recession, the council consulted widely with the public on expenditure proposals; Spending Choices

was a community consultation document for 2010-13 to establish the views of East Lothian residents on council priorities.

58. The council supports 20 community councils. These have recently been recognised as an example of good practice by the Scottish Government and COSLA in their Community Empowerment Action Plan. East Lothian has a large number of voluntary bodies that are active at a local level.
59. The council, its schools and services, work collaboratively with community organisations, further education colleges, social, health and care professionals to meet the needs of the community but there are still some concerns about East Lothian's ability to meet the needs of vulnerable and socially excluded groups in adult learning due to resource constraints, and further improvement could be achieved in the looked after and accommodated group.

#### **Scrutiny response**

60. In Year 1, HMIE will support the council in its activities to provide education for socially excluded groups as part of the validated self-evaluation action plan.

## **Service performance**

**Council services have demonstrated a general improvement trend in recent years and external inspections have largely reported good and improving standards. However, there are issues in relation to the provision of affordable housing, homelessness, and Adult Social Care services.**

#### **Chief executive's office**

61. Overall, the performance of this area is good and there are no major concerns about the progress being made. Corporate planning and the SOA have been discussed earlier in this document.
62. Best Value Improvement Plan actions have been completed or are substantially underway. Any outstanding actions will be monitored as part of the Corporate Improvement Plan.
63. The Risk Management Strategy was approved by the council in December 2009. However, it will be some time before the strategy is fully implemented. The council is behind in developing risk management at a corporate level and the position is to be reviewed annually by Audit Scotland.

#### **Scrutiny response**

64. SWIA and Audit Scotland will monitor this area as part of their normal audit scrutiny.

#### **Corporate services**

65. Within this area we have some significant concerns due to the recession and asset management. However, the council is making progress in addressing areas of weakness and we do not propose any strategic scrutiny review. The council has financial reserves in line with policy; the council had also planned to use £3 million in reserves in 2009/10, but have managed to avoid utilising these

funds this year. The council tax collection rate is down for the first time in many years, but is being monitored and the council continues to be proactive in collection.

66. Financial and non-financial efficiency gains are being monitored, but are not sufficient to meet future potential cuts in national funding. The council is in the process of reviewing its expenditure priorities and has had public consultations over potential service impact. Single Status is now largely implemented and any remaining financial impact is likely to be small.
67. There is no Corporate Asset Register or Corporate Asset Management Plan. Whole life costings are not available for all assets and asset management is divided into various departments. Although Prince 2 is applied to major projects, there is no standard option appraisal process nor are options formally recorded for all projects.

### **Scrutiny response**

68. The Audit Scotland local team will monitor and report on progress in these areas annually and the Care Commission intend to follow-up the impact of funding changes on staffing through its normal inspection process.

## **Education and children's services**

69. The performance of Education and Children's Services is good. Whilst the service is facing financial pressure, no significant scrutiny risks have been identified:
- attainment levels and school leaver destinations are improving, although there remain inequalities that reflect areas of deprivation
  - recent HMIE school inspection reports place the council in the top 20 per cent in Scotland and there have been almost no negative reports about any of the council's schools in the last three years
  - the educational attainment of looked-after children is amongst the best in Scotland
  - the quality of staff and leadership within the majority of education and children's services (covering pre school education/day care and residential services) was identified by the Care Commission as achieving a good standard.

### **Scrutiny response**

70. An inspection of Child Protection services is scheduled to be carried out by HMIE in Year 1. In addition, SWIA are planning some limited work in supporting self-assessments in Years 1 and 2.

## **Community services**

71. While there are areas of strength, there are currently significant concerns about the ability of Community Services to meet its performance targets. In particular:



- **Housing.** The council is due to submit a progress report on its homelessness improvement plan to the SHR in February 2011. This will inform any future follow-up work.
- **Adult social care.** Progress has been made in reducing the number of delayed discharges, but SWIA have raised concerns about increases in the waiting times for community care assessments to be carried out and the high level of unallocated work within adult social care.
- **Community learning.** The service has a good record of addressing disadvantage in some areas, but additional work is required in extending opportunities to a wider range of learners. The quality of local learning facilities also requires further improvement.

### Scrutiny response

72. In Year 1, SWIA will review the changes taking place within Adult Social Care Services, and assess the progress made on issues such as delayed discharges. SHR will review the council's progress in implementing its Improvement Plan in February 2011.

### Environment

73. Overall the council's performance in this area is good as demonstrated by improved levels of recycling and the success of the Community Warden Scheme. A Development Framework for Housing Sites and an improved planning process have been introduced, and the department has received a Quality Planning Award for residential street design.
74. However, the council is also facing a number of challenges in this area. The council is reviewing its assets and associated carbon emissions to draw up a carbon reduction plan. However until they have a complete Capital Asset Management Plan they may not be fully achieving best value. Areas for concern for the council are that landfill targets are still not being met and it would cost £70-£80 million to bring their roads up to the preferred standard. The reduction in planning fee income has bottomed out but income from building warrants is still in decline.

### Scrutiny response

75. Audit Scotland will monitor this area as part of their normal audit.

### Areas of good performance

76. Corporate support for Children's Services and Adult Social Care has significantly improved under the leadership of the chief executive.
77. The council has recently introduced 'How Good is Our Council' (HGIOC) as its preferred model of self-evaluation. HGIOC provides a framework to enable services to identify their strengths and areas requiring improvement. The system has been designed to ensure that it adopts a user-friendly approach whilst linking clearly with other evaluation approaches such as Investors in People. This system will build on the council's past experience of validated self-evaluation with HMIE and SWIA.

78. The Active Schools programme motivates school aged children to adopt active, healthy lifestyles throughout their school years and into adulthood. The educational attainment of looked after children and some outcomes for adults with learning difficulties are amongst the best in Scotland. The council also has plans to further improve in these areas.
79. A high percentage of care staff in residential homes hold appropriate qualifications (ranked 1 and 2 in 2008/09 SPIs). The number of adults receiving care within their own home, and the proportion of people with learning disabilities with their own tenancies and in work placements are amongst the best in Scotland. The SWIA Performance Inspection (March 2008) found that Adult Social Care had made excellent progress in increasing the number of separate carer assessments by 900 per cent.
80. The Audit Scotland report on 'The impact of the race equality duty on council services' cited East Lothian Council as an example of how to promote and share good practice. The council is developing a Single Equality Scheme to cover all equality strands and ensure compliance with all public sector duties. There is a quarterly equalities newsletter for staff and the council is integrating the East Lothian Diversity Network into the process.
81. The 'Spending Choices' community consultation document for 2010-13 will establish what East Lothian's residents' views are on council priorities. Customer service training workshops are now part of the compulsory induction programme for council staff. Mystery shopper surveys will be undertaken annually.
82. The East Lothian Community Planning Partnership have produced an abbreviated version of the East Lothian SOA 2009 - 'A Snapshot'. This summarises the plan for the future of East Lothian and covers the eight main themes and related outcomes. It also explains 'why this is a priority'. This is an effective and simple document for introducing council staff, other organisations and the public to the rationale behind the SOA.
83. As part of the 'Challenge for Change' to improve leadership and management skills, the council launched its Transformational Leadership Programme which provides an integrated leadership and management development programme for business managers. This has been trialled and is now being rolled out across the council.

## 5. Corporate assessment

**Overall, East Lothian Council has established sound corporate arrangements. It has made good progress in addressing almost all of the areas identified by the 2007 audit of Best Value as being in need of improvement. However, some aspects, such as a structured approach to corporate self-assessment and staff appraisal, are still at an early stage. There are some concerns about the ability of the council to deliver an ambitious programme of efficiency savings. In addition to the ongoing work of the external auditor, a Best Value audit will be carried out in Year 2 in order to assess the impact of the council's Corporate Improvement Programme.**

84. The council and its partners have a clear vision for the area. This is set out in a SOA, which is aligned with the council's corporate plan and its strategic and operational improvement plans.
85. There is an effective working relationship between the council and the other members of the East Lothian Community Planning Partnership, with wide representation from public, private and voluntary organisations. There is evidence that this is helping to provide more effective services with, for example, improved joint working in the delivery of care for older people. The council also has ambitious plans for the development of shared services. It is currently working with other councils to develop options for consideration, although this is still at an early stage. The chief executive will report on progress at the meeting of the council in June 2010.
86. The council operates a 'cabinet' committee system, with an executive committee of administration members, four policy and performance review panels (PPRPs), an Audit Committee, Education Committee, Planning Committee, Petitions Committee etc. There are some concerns about the effectiveness of the PPRPs, but in general, these governance arrangements are well developed and provide important mechanisms to discuss and challenge policies and performance. A review of PPRPs has been undertaken and will be reported to the council in June 2010.
87. The council has made good progress in addressing many of the areas that were identified by the 2007 audit of Best Value as being in need of improvement. A performance management system has been established and is being extended to cover SOA, as well as corporate and service targets. A revised staff appraisal system has been piloted and has been rolled out across the organisation. More recently, other initiatives have been taken to develop the council's arrangements in areas such as risk management, asset management and procurement.
88. However, many of these developments are recent or have had little time to become established and fully impact on service delivery. For example, a corporate asset management strategy is not due to be established until 2010. Proposals to address weaknesses in procurement and risk management are at a more advanced stage of development.
89. Again, while the council has established a performance management system, a structured approach to self-assessment is in its infancy. It is now developing a corporate-wide system, using 'How Good is My Council'. This builds on a successful approach used within Children's Services. However, it is not yet at a state of maturity to provide reliable evidence and help reduce external scrutiny.

90. There are some concerns about the council's financial position and the impact of the recession on its ability to deliver and develop services. It has demonstrated sound financial management through its budget setting and monitoring processes and it currently has a satisfactory level of financial reserves. However, there are a few services which have had a history of overspending and are struggling to match demand and resources.
91. The council recognises that it now needs to take a more strategic view of its expenditure commitments as it expects expenditure to outstrip income by £10 million. It has carried out a fundamental review as part of developing a budget for 2010-11, but at this stage, it is not clear that it will successfully achieve the required savings. A number of developments are underway, such as establishing a corporate approach to asset management and procurement. An Efficiency Board and Change Programme have been established to take forward the identification and monitoring of efficiencies on a consistent and systematic basis. However, these have yet to make an impact on delivering efficiency savings.

## Implications for scrutiny activity

92. A number of significant changes in the way East Lothian Council is managed have been introduced in recent years or are in the process of being established. These have the potential to lead to major improvements in the council's drive to achieve Best Value. However, there remains a risk that they will not make the required impact. In order to meet this risk, it is proposed that:
- as part of their annual audit, Audit Scotland will review the council's progress on financial management, in particular its drive to achieve efficiency savings and establishment of effective arrangements for procurement, risk management, and asset management
  - in Year 2, a BV2 audit will be carried out. This will aim to assess the impact of the wide-ranging changes currently being implemented by the council. The scope of the audit will be informed by the results of external audit's work in Year 1. However, it is likely to include an assessment of performance management, self-assessment, scrutiny, and the development of community planning and partnership working
  - In Year 3, depending on the progress that has been made in establishing new arrangements, a review may be carried out of shared services. This would be a joint exercise, covering East Lothian and other councils involved.

## Appendix 1 – Risk assessment

National Outcomes	Initial Risk Assessment	Evidence/Rationale	What we plan to do
<p><b>We live in a Scotland that is the most attractive place for doing business in Europe.</b></p>	<p><b>No significant risks identified</b></p>	<ul style="list-style-type: none"> <li>• Business Gateway start-up support for new and growth businesses.</li> <li>• Promotional activities to market ELC businesses and tourism.</li> <li>• Support for specialist retail initiatives.</li> <li>• Training for small businesses and website support.</li> </ul> <p><b>Areas of concern</b></p> <ul style="list-style-type: none"> <li>• Lack of adequate indicators being used.</li> <li>• Job density has not improved between 2005 and 2007.</li> <li>• Volatile business start-up rate since 2002.</li> <li>• Overall start-up rates for hotels and restaurants have both declined.</li> </ul>	
<p><b>We realise our full economic potential with more and better employment opportunities for our people.</b></p>	<p><b>No significant risks identified</b></p>	<ul style="list-style-type: none"> <li>• The number of young people moving from school into higher and further education, employment or training has improved steadily, although the economic downturn may mean fewer employment prospects and increased competition for openings.</li> <li>• Additional language support for English provided in four local secondary schools.</li> <li>• During 2008/09, East Lothian Investments provided direct support to small businesses that resulted in 49 new jobs being created and 150 being safeguarded.</li> <li>• In 2006, 47% of adults with learning disabilities known to the council had employment opportunities (Scotland 16%).</li> </ul> <p><b>Areas of concern</b></p> <ul style="list-style-type: none"> <li>• There is a need to improve the progression from school to further education, higher education or employment.</li> </ul>	<p>HMIE will work with the council on this area of activity</p>

National Outcomes	Initial Risk Assessment	Evidence/Rationale	What we plan to do
<p><b>We are better educated, more skilled and more successful, renowned for our research and innovation.</b></p>	<p><b>No significant risks identified</b></p>	<ul style="list-style-type: none"> <li>• Educational attainment of looked after children and some outcomes for adults with learning difficulties are among best in Scotland.</li> <li>• Attainment at end of S4 has generally improved.</li> <li>• Broadly on target to achieve aim of all pupils matching or exceeding their predicted progression levels against national comparison levels, e.g. PIPS, MIDYIS, 5-14 and SQA by 2009/10.</li> <li>• The needs of more vulnerable children were met overall and access to specialist support helped to improve the lives of these children.</li> <li>• The Care Commission identified that staff managing services were well supported and attaining consistent scores. In addition, with regard to the quality of staffing, quality of leadership and management the majority of services achieved grades good or higher.</li> </ul> <p><b>Areas of concern</b></p> <ul style="list-style-type: none"> <li>• Early intervention services were not consistently provided. Services and strategies to protect young people and help them reach their potential was a varied picture in 2007.</li> <li>• Attainment for the lowest attaining 20% of pupils, whilst being above the national average remains an area of concern – particularly for those children who are in/may not be in employment, education or training after school.</li> <li>• Mixed results: marginal increases in P3, 4, 6 &amp; 7 pupils meeting or exceeding reading level. Maths % has decreased. English level D and Maths by end of S2 have decreased.</li> <li>• Decrease in % of P7 pupils agreeing that their school recognises and celebrates their achievements.</li> <li>• Recurrent short-term exclusions have increased.</li> <li>• No data on school performance in SOA.</li> </ul>	<p>HMle focus during statutory inspections.</p>
<p><b>Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</b></p>	<p><b>No significant risks identified</b></p>	<ul style="list-style-type: none"> <li>• Education attainment levels at ages 11 to 14 have now started to improve.</li> <li>• Recent inspection reports place council in top 20% in Scotland.</li> <li>• Almost no negative reports about any of ELC's schools in the last three years.</li> <li>• School leaver destinations are improving.</li> </ul>	

National Outcomes	Initial Risk Assessment	Evidence/Rationale	What we plan to do
		<ul style="list-style-type: none"> <li>• Almost all aspects of primary school provision evaluated as good or very good.</li> <li>• Almost all aspects of secondary school provision evaluated as good or very good at S3-S6. Most young people in East Lothian are performing as well or better than young people nationally and in authorities with similar characteristics.</li> <li>• Looked after and accommodated and other excluded groups attainment has improved over a three-year period and is now above the national average. However, there is room for further improvement for this group of pupils.</li> <li>• Children’s Services and partners provide valuable assistance for young people.</li> </ul> <p><b>Gold Point</b></p> <ul style="list-style-type: none"> <li>• <b>ELC had the best educational attainment for looked after children in Scotland (after Orkney) and the Chief Executive wants to further raise the attainment levels of looked after children to the levels of children who are not looked after. (Identified as Gold by SWIA).</b></li> <li>• ELC has 2 young persons care homes with 13 places. The inspections awarded good/very good grades for quality of care, including service user participation.</li> <li>• 85% of day care services for children aged 3+ (32 services, 1530 places, school nursery provision predominantly) achieved grades of very good or excellent for quality of care, including service user participation.</li> </ul> <p><b>Areas of concern</b></p> <ul style="list-style-type: none"> <li>• Inequalities exist that reflect deprivation.</li> <li>• The 2,000 rise in school role in the last seven years will have financial implications.</li> </ul>	<p>HMIE focus during statutory inspections.</p>
<p><b>Our children have the best start in life and are ready to succeed.</b></p>	<p><b>No significant risks identified</b></p>	<ul style="list-style-type: none"> <li>• Percentage of 3-5 year olds registered with an NHS dentist has increased very slightly and P1 dental health has improved.</li> <li>• All schools and 12 partner nursery centres have gained health accreditation stage 1.</li> <li>• 15 schools have gained health accreditation stage 2.</li> <li>• Educational attainment of looked after children and number of adults</li> </ul>	

National Outcomes	Initial Risk Assessment	Evidence/Rationale	What we plan to do
		<p>receiving care within their own home are amongst the best in Scotland.</p> <ul style="list-style-type: none"> <li>• Recent reports for pre-school centres present a very positive picture. Good or very good in most areas.</li> <li>• In the 2007 Child Protection Inspection the majority of indicators were very good or good. The 2008 follow-up inspection (published Jan 2009) found very good progress had been made in meeting all the main action points.</li> <li>• SWIA record that they are impressed with the performance of Children's Services and that they have benefited significantly from joining up with Education Services and the department is relatively well led by the head of service and management team.</li> <li>• 85% of day care services for children aged 3+ achieved grades of good or excellent for quality of care, including service user participation.</li> <li>• 2 services for children under 3 (75 places) achieved good (50%) or very good (50%) for quality of care, including service user participation.</li> </ul> <p><b>Areas of concern</b></p> <ul style="list-style-type: none"> <li>• Breastfeeding levels have decreased marginally.</li> <li>• Services to minimise harm were varied in quality and access.</li> <li>• 2007 Child Protection Inspection noted that some children did not get help at a sufficiently early point and a lack of longer term planning caused uncertainty for some. However, processes have been improved and this was noted in 2009. Need to allocate all looked after children a named worker and improve assessments for children who are privately fostered.</li> </ul>	<p>CC to follow-up through Inspection process. HMle Child Protection Inspection will review.</p>
<p><b>We live longer, healthier lives.</b></p>	<p><b>No significant risks identified</b></p>	<ul style="list-style-type: none"> <li>• Use of pools and indoor facilities has increased.</li> <li>• Number of older people remitted for acute specialities emergency has decreased.</li> <li>• Joint Adult Protection Committee with Midlothian Council.</li> <li>• Redesign of day hospital services and re-provision of the EL Community Hospital.</li> <li>• Enhanced Community Mental Health Services.</li> </ul> <p><b>Gold Point:</b></p> <ul style="list-style-type: none"> <li>• <b>Active Schools East Lothian programme motivates school aged</b></li> </ul>	



National Outcomes	Initial Risk Assessment	Evidence/Rationale	What we plan to do
		<p><b>children to adopt active, healthy lifestyles throughout their school years and into adulthood.</b></p> <ul style="list-style-type: none"> <li>• Good liaison between services to protect families from domestic abuse.</li> <li>• Children’s Services successful at recruiting foster carers for children and ELC was able to offer a number of surplus foster carers to City of Edinburgh Council.</li> <li>• Fostering and adoption service received a very favourable report.</li> <li>• Of 15 adult services: 6 services achieved good, 6 services very good, 3 services adequate for quality of care.</li> <li>• <b>Areas of concern</b></li> <li>• Increase in alcohol related deaths, levels of over/underweight children, teenage pregnancies, number of people being assessed at homeless and number of people being prescribed drugs for anxiety, depression or psychosis.</li> <li>• Successful smoking outcomes still to be achieved.</li> </ul>	
<p><b>We have tackled the significant inequalities in Scottish society.</b></p>	<p><b>No significant risks identified</b></p>	<ul style="list-style-type: none"> <li>• NHS Lothian use an effective assessment and planning model similar to social work. It is used by all health visitors in the authority.</li> <li>• The welfare rights team gave advice to 1,552 people in 2006/07 resulting in benefit gain of £1.36m. The RNIB income maximisation officer helped 12 people to access £31,824 extra benefit.</li> <li>• In respect of adults with learning disabilities – in 2006: <ul style="list-style-type: none"> <li>○ 50% were living in their own tenancies (Scotland 28%)</li> <li>○ 47% had employment opportunities (Scotland 16%)</li> <li>○ 21% attended a day centre five days a week (Scotland 26%)</li> <li>○ 47% of known adults with learning disabilities got alternative day opportunities (Scotland 27%)</li> </ul> </li> <li>• In the last inspection of ELC homeless section in 2009, CC found evidence of good participation with service users and positive feedback from users about the service.</li> <li>• <b>Areas of concern</b></li> <li>• Number of households assessed as homeless or potentially homeless has increased to the highest ever position in 2009/10.</li> </ul>	<p>SHR will review progress.</p>

National Outcomes	Initial Risk Assessment	Evidence/Rationale	What we plan to do
		<ul style="list-style-type: none"> <li>Lack of affordable and socially rented housing - the council has now embarked on £155 million new build programme over 5 years.</li> <li>Increased demand for services for vulnerable/elderly people and shift from hospitalisation to health care delivery in the primary care setting of the community.</li> </ul>	<p>SWIA will cover partnership working with NHS in 2010/11 scrutiny assessments.</p>
<p><b>We have improved the life chances for children, young people and families at risk.</b></p>	<p><b>No significant risks identified</b></p>	<ul style="list-style-type: none"> <li>Educational attainment of looked after children was amongst the best in Scotland.</li> <li>People who used social work services reported they had had a good experience.</li> <li>2007 Child Inspection – initial response to concerns good but weaknesses in further assessments of longer term needs and risks. Beginning to show good progress in protection in the longer term by 2009.</li> <li>Overall children were well protected and their lives improved, but on some occasions, the child remained without help for too long.</li> <li>Vulnerable children were supported well in a range of ways.</li> <li>Strategies to minimise harm at an early stage were considered adequate in 2007.</li> <li>13 services graded good, 13 services very good, 3 services excellent.</li> <li>In all services inspected (42) 69% were above average with grades of very good/excellent for them: quality of care.</li> <li>ELC are looking at long-term care needs for older people and recognise that care homes will not be able to sustain the quality of environment for a client group which is being admitted with more complex needs.</li> </ul> <p><b>Areas of concern</b></p> <ul style="list-style-type: none"> <li>Approaches to reducing risk were varied and not regularly evaluated.</li> <li>Access to commissioned voluntary sector provision was not consistent.</li> <li>At the time of the SWIA follow-up inspection in 2009, 81 children were on the child protection register, higher than the Scottish mean. SWIA concluded that Children’s Services and partners were managing the increase in children registered but both they and the Service had a concern with capacity, should that rise continue.</li> </ul>	<p>HMIe – Child Protection Inspection to be carried out January/February 2011.</p> <p>SWIA to undertake monitoring and inspections as required in respect of increases in referrals. HMIe Child Protection Inspection will review</p>

National Outcomes	Initial Risk Assessment	Evidence/Rationale	What we plan to do
<p><b>We live our lives safe from crime, disorder and danger.</b></p>	<p><b>No significant risks identified</b></p>	<ul style="list-style-type: none"> <li>• Creating safer communities is a priority in spite of the relative safety of East Lothian.</li> <li>• The Community Safety forum has funded a range of community safety related projects – Community Warden, Night-time Noise teams.</li> <li>• CCTV van now complements existing CCTV network.</li> <li>• New group to co-ordinate Community Planning partners' efforts in promoting fire and home safety.</li> <li>• East Lothian Community Action team targets crime/anti-social behaviour hotspots.</li> <li>• Joint Adult Protection committee with Midlothian Council.</li> <li>• Number of road injuries/fatalities has decreased.</li> <li>• Adult Social Care and its partners fully implemented SWIA recommendation and tightened up practice in relation to adult protection referrals.</li> <li>• Children's Services delivered an effective service to vulnerable children and their families.</li> <li>• SWIA will support East Lothian Council criminal justice services in their self-evaluation in respect of their implementation of the recommendations of the national report on the management of high-risk offenders.</li> </ul> <p><b>Areas of concern</b></p> <ul style="list-style-type: none"> <li>• No of recurrent short exclusions has increased from 122 (06/07) to 184 (08/09).</li> <li>• SWIA – Children's Services need to do more to ensure the safety of foster carers when supervising contact with relatives of children in their care.</li> </ul>	<p>Subject to ongoing monitoring by SWIA. CC to follow-up through inspection process.</p>
<p><b>We live in well-designed, sustainable places where we are able to access the amenities and services we need.</b></p>	<p><b>Area of uncertainty</b></p>	<ul style="list-style-type: none"> <li>• All services where environment theme is applicable (29 services) scored above average: 13 services good, 13 services very good and 3 services excellent.</li> <li>• Housing support services: 50% very good, 25% good and 25% adequate.</li> </ul> <p><b>Areas of concern</b></p> <ul style="list-style-type: none"> <li>• Housing need in the area outstrips existing housing supply and the abolition of homeless priority need in 2012 is a major concern - the council</li> </ul>	<p>AS local audit will review progress with the Asset Management Plan.</p>

National Outcomes	Initial Risk Assessment	Evidence/Rationale	What we plan to do
		<p>has now embarked on a £155 million new build programme over 5 years.</p> <ul style="list-style-type: none"> <li>• Traffic on trunk roads and local roads has increased.</li> <li>• Sustaining the level and quality of services provided within increasing budget constraints is challenging and the situation is worsening.</li> <li>• Without Capital investment the rate of deterioration within the roads network will increase. It would cost £70-£80 million to bring roads up to the preferred standard.</li> <li>• The council does not have a fully developed strategic approach to sustainable development. This is currently being prepared by the Environment Forum Steering Group as an Environment Strategy. The council has dedicated officers for promoting sustainable development.</li> <li>• The council have been working to the Environment Strategy 2002-05, which addresses the social and economic aspects of sustainable development. No formal central monitoring and reporting of the actions to deliver the strategy on a corporate co-ordinated basis. Reporting on individual strands was done through relevant departments.</li> </ul>	SHR will review progress.
<p><b>We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.</b></p>	<p><b>No significant risks identified</b></p>	<ul style="list-style-type: none"> <li>• ELC supports 20 community councils across a range of rural and urban areas.</li> <li>• Community Councils were recently recognised as an example of good practice in the Scottish Government and COSLA Community Empowerment Action Plan.</li> <li>• Local Community Planning is being introduced in two areas of East Lothian to help better address local needs. Community Engagement will also be improved with the introduction of VOICE (Visioning Outcomes in Community Engagement).</li> <li>• The SWIA performance inspection of the Council's social work services published in February 2008 evaluated East Lothian as Good in six areas and Adequate in four, and concluded that social work services in East Lothian delivered good outcomes for people who used services.</li> <li>• Community Services and their partners provided some valuable services for adult learners.</li> <li>• Specialist projects engaged very effectively with people with disabilities. Programmes had significant impacts on the confidence and skills of participants. There were good examples of work with learners who spoke</li> </ul>	

National Outcomes	Initial Risk Assessment	Evidence/Rationale	What we plan to do
		<p>little English and with programmes to enhance computer skills. However, the majority of adult learning classes were leisure based and did not engage with the full range of potential adult learners.</p> <ul style="list-style-type: none"> <li>• Some classes did not allow adults the opportunity to design, develop and take control of their learning but group learning plans were beginning to make good advances into this.</li> <li>• There was scope for more targeted adult learning. There was still considerable demand for provision from vulnerable or excluded groups that was not being fully met due to resource constraints.</li> </ul>	
<p><b>We value and enjoy our built and natural environment and protect it and enhance it for future generations.</b></p>	<p><b>No significant risks identified</b></p>	<ul style="list-style-type: none"> <li>• Two major recycling centres have been opened outside Wallyford and Dunbar.</li> <li>• Recycling continues to improve and the range of items collected has increased.</li> <li>• Completed a new facility for refuse collection that will further improve efficiencies.</li> <li>• A Development Framework for Housing Sites and an improved planning process has been introduced. Received a Quality Planning Award for residential streets design.</li> <li>• All services where the environment theme is applicable – 29 services scored above average (detail above).</li> </ul> <p><b>Areas of concern</b></p> <ul style="list-style-type: none"> <li>• Progress has been made but 2013 landfill targets are still not being met.</li> <li>• Planning application for the energy from waste plant at Dunbar was rejected by members. Contractors may appeal the decision. (SEPA had approved the plant).</li> </ul>	
<p><b>We take pride in a strong, fair and inclusive national identity.</b></p>	<p><b>No significant risks identified</b></p>	<ul style="list-style-type: none"> <li>• Community engagement features significantly in the work of the Community Planning Task Group.</li> <li>• ELCPP's Community Engagement Strategy provides a framework to improve working with people and communities.</li> <li>• 'The impact of the race equality duty on council services' report cited East Lothian Council as an example of how to promote and share good practice.</li> <li>• The council is developing a Single Equality Scheme to cover all equality</li> </ul>	

National Outcomes	Initial Risk Assessment	Evidence/Rationale	What we plan to do
		<p>strands and ensure compliance with all public sector duties.</p> <ul style="list-style-type: none"> <li>• Staff have access to the equalities area of the council's intranet.</li> <li>• A Scottish Culture, History and Heritage Steering Group has been set up.</li> <li>• The authority, and its schools and services, work collaboratively with community organisations, further education colleges, social, health and care professionals to meet the needs of the community but there are still some concerns about the ability of East Lothian to meet the needs of socially excluded groups. Members of the community consider that the service provision offered by the authority has led to a positive impact on the motivation and engagement of children and young people.</li> <li>• East Lothian has a number of strong voluntary bodies that are active at local levels.</li> </ul> <p><b>Areas of concern</b></p> <ul style="list-style-type: none"> <li>• Museum Service visitor numbers have decreased.</li> </ul>	<p>HMIE focus during statutory school inspections and through providing support to the authority in implementing the Validated Self - Evaluation Action Plan.</p>
<p><b>We reduce the local and global environmental impact of our consumption and production.</b></p>	<p><b>No significant risks identified</b></p>	<ul style="list-style-type: none"> <li>• Local environmental quality measures have improved (LEAMS index). Air quality has improved and meets national standards.</li> <li>• More waste is being recycled and is above Scottish average.</li> <li>• Environment Forum Steering Group involved in the SOA and currently developing an Environment Strategy.</li> <li>• Reduction in municipal waste collected and sent to landfill. Increase in proportion recycled.</li> <li>• There are currently 44 schools and nurseries registered as Eco-Schools.</li> <li>• Carbon Management Plan aims to reduce carbon emissions by 25% in the next five years.</li> </ul> <p><b>Areas of concern</b></p> <ul style="list-style-type: none"> <li>• There is not a specific internal budget for investment in energy efficiency measures.</li> <li>• Under performance in reducing traffic levels and encouraging active and public transport.</li> </ul>	

National Outcomes	Initial Risk Assessment	Evidence/Rationale	What we plan to do
<p><b>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</b></p>	<p><b>No significant risks identified</b></p>	<ul style="list-style-type: none"> <li>• 'How Good is Our Council' (HGIOC) model of self-evaluation.</li> <li>• 'Spending Choices' community consultation document for 2010/13 to establish what East Lothian's residents views are on council priorities.</li> <li>• Shared Service Diagnostic Project (SSDP), supported by the Improvement Service.</li> <li>• Customer Care Standards &amp; Charter approved by Cabinet in October 2007.</li> <li>• Customer service training workshops now part of compulsory induction programme.</li> <li>• Mystery shopper surveys will be undertaken annually.</li> <li>• Customer Service Excellence Project Board established Sept 2008.</li> <li>• Customer Contact Strategy and Implementation Plan.</li> <li>• HMle in 2007 noted a varied picture regarding the effectiveness and accessibility of services to protect children at an early stage.</li> <li>• Services to support vulnerable children including specialist services were overall helpful in meeting children's needs.</li> <li>• SWIA have identified excellent progress by Adult Social Services in carer assessments, from 10 in 2004/05 to 278 in 2006/07.</li> <li>• There was only one complaint upheld or partially upheld for East Lothian Council services in 08/09 and none to date in 09/10. This is less than the national average.</li> <li>• Quality of staffing (Theme 1) – Majority of services achieved grades good or higher for quality of staffing and quality of management and leadership.</li> <li>• Management &amp; leadership (Theme 4). 80% of services achieved grade good, 20% grade adequate.</li> </ul> <p><b>Areas of concern</b></p> <ul style="list-style-type: none"> <li>• Only 36% of public service buildings are suitable and accessible to disabled people on the basis of more rigorous criteria (2006/07: 64%).</li> </ul>	<p>CC to follow-up through inspection process.</p>

Council Services	Initial Risk Assessment	Evidence/Rationale	What we plan to do
<p><b>Corporate Services</b></p> <ul style="list-style-type: none"> <li>• Information technology &amp; financial services</li> <li>• Customer services</li> <li>• Revenue &amp; benefits services</li> <li>• Human resources/OD</li> <li>• Accounting</li> <li>• Budgeting</li> <li>• Supplier management</li> <li>• Bank management</li> <li>• Payroll</li> <li>• Insurance</li> <li>• Legal &amp; licensing</li> </ul>	<p><b>Significant concerns identified</b></p>	<p><b>Areas of concern</b></p> <ul style="list-style-type: none"> <li>• In view of funding cuts in future years the council has challenging decisions to make in terms of priorities, efficiency plans and cuts.</li> <li>• Whole life costings are not available for all assets and asset management is divided into various departments.</li> <li>• The Corporate Property Asset Register has yet to be completed.</li> <li>• There is no standard option appraisal format used across the council, nor are options formally recorded for all projects.</li> <li>• Council tax collection rate is down for the first time in many years.</li> </ul> <p><b>However, areas not of concern</b></p> <ul style="list-style-type: none"> <li>• Single Status is now largely implemented. Any remaining financial impact is likely to be small.</li> <li>• ELC currently have reserves in line with their policy. Any usage will be marginal this year.</li> <li>• Financial and non-financial efficiency gains are being monitored.</li> <li>• Data Protection and Freedom of Information Compliance Officer started 1 March 2010.</li> <li>• Application of Prince 2 to major projects.</li> <li>• CC audited the safe recruitment practices and found them to be adequate, with ELC identifying action to make further improvements.</li> </ul>	<p>AS Local audit team will monitor and report annually.</p> <p>CC to follow-up through Inspection process.</p>
<p><b>Education &amp; Children's Services</b></p> <ul style="list-style-type: none"> <li>• Education and social work services for children and families</li> </ul>	<p><b>No significant risks identified</b></p>	<ul style="list-style-type: none"> <li>• School estate is generally in good condition.</li> <li>• Increased focus on return on investment. Non-statutory services are under review.</li> <li>• No negative reports about any of ELC's schools in the last three years.</li> <li>• School leaver destinations are improving.</li> <li>• Attainment levels have gone up.</li> <li>• 98% of residential staff in Children's Services are qualified.</li> <li>• Children felt safe in school and believe what they learn in school keeps them safe.</li> <li>• Teachers knew when to share information with social work to keep</li> </ul>	



Council Services	Initial Risk Assessment	Evidence/Rationale	What we plan to do
		<p>children protected.</p> <ul style="list-style-type: none"> <li>• Children and families had made progress with the introduction of a new assessment framework.</li> <li>• The service had also developed an approach to analysing work which was used well by staff to review practice, monitor resources and plan for improvement.</li> <li>• The service director and the senior management team exemplify the authority's approach to quality improvement.</li> <li>• There is an empowering culture of improvement.</li> <li>• Staff feel able and confident to exercise initiative, share responsibility and adopt lead roles in their own areas.</li> <li>• SWIA report Children's Services perform relatively well.</li> <li>• Looked after children had good educational attainment.</li> <li>• Above average performance submitting reports to Children's Reporter on time.</li> </ul> <p><b>Areas of concern</b></p> <ul style="list-style-type: none"> <li>• Drugs and alcohol issue.</li> <li>• There could be a significant reduction in the Children's Services Budget next year.</li> </ul>	<p>HMIe Child Protection Inspection</p> <p>SWIA to monitor as risk assessment will be followed up within a two year cycle.</p>
<p><b>Community Services</b></p> <ul style="list-style-type: none"> <li>• Adult social care with care homes and day centres</li> <li>• Social work services and occupational therapists</li> <li>• Community housing &amp; property management: <ul style="list-style-type: none"> <li>○ Homelessness services</li> <li>○ Council</li> </ul> </li> </ul>	<p><b>Significant concerns identified</b></p>	<ul style="list-style-type: none"> <li>• Changes taking place in Adult Social Care Services carries risk.</li> <li>• Cuts in all services are being considered.</li> <li>• Housing need in the area outstrips existing housing supply and the council took a cabinet decision not to try and meet its 2009 interim target but to focus entirely on 2012 homelessness target.</li> <li>• Following SHR's re-inspection of homelessness, the council is due to submit a progress report on its improvement plan in February 2011. This will inform future scrutiny work.</li> <li>• SWIA found that average waiting time for a community care assessment has risen to 134 days. Level of unallocated work in adult social care is unacceptable.</li> <li>• 43 people had their hospital discharge delayed in Oct 2008 (trend was</li> </ul>	<p>SHR to review progress and 2012 homeless targets.</p> <p>SWIA will undertake a number of scrutiny sessions, including progress in preventing delayed discharges.</p>

Council Services	Initial Risk Assessment	Evidence/Rationale	What we plan to do
<p>tenancies</p> <ul style="list-style-type: none"> <li>• Community wellbeing: <ul style="list-style-type: none"> <li>○ Libraries</li> <li>○ Museums</li> <li>○ Sports centres</li> <li>○ Parks</li> <li>○ Play areas</li> <li>○ Beach management</li> </ul> </li> </ul>		<p>upward). Reduced to zero for April 2009 but needs to be maintained for the whole year.</p> <ul style="list-style-type: none"> <li>• SWIA will monitor Adult Social Care's progress in preventing delayed discharge.</li> <li>• Still further work to do to meet the three stated goals of aspiring, aiming and achieving. Still gaps in extending opportunities to a wider range of learners.</li> <li>• Good record of addressing disadvantage in some areas, but further work required to extend to all communities.</li> <li>• The average time to re-let a small number of low demand houses is high at 139 days for 2009/10.</li> <li>• The council's performance in reletting dwellings that were not low demand within 4 weeks has deteriorated to 48% in 2009/10.</li> <li>• KPIs for response times for emergency and urgent repairs categories have improved but response times are poor for priority and normal repairs categories.</li> </ul> <p><b>However, areas of no concern</b></p> <ul style="list-style-type: none"> <li>• Tenancy Support Office's have been introduced to help people retain their tenancies.</li> <li>• HMIE – Children's Services role was central to achieving the goals of the East Lothian community plan.</li> <li>• Children's Services had developed a number of effective programmes of work on which to further build its capacity and improve services to communities.</li> <li>• Positive recognition through various awards from outside organisations.</li> <li>• Validated Self - Evaluation results were consistent with those in the SWIA/HMIE/Care Commission reports.</li> <li>• Older People Strategy and an Older People Progress Board established.</li> <li>• Statement of intent with Midlothian to develop a new integrated approach to partnership working.</li> <li>• Cultural shift towards evidence based self-evaluation.</li> </ul>	<p>HMIE focus during statutory school inspections and through providing support to the authority in implementing the Validated Self - Evaluation Action Plan.</p>

Council Services	Initial Risk Assessment	Evidence/Rationale	What we plan to do
<p><b>Environment</b></p> <ul style="list-style-type: none"> <li>• Planning team</li> <li>• Transport</li> <li>• Waste services</li> <li>• Building standards</li> <li>• Food safety</li> <li>• Trading standards</li> <li>• Environmental protection</li> <li>• Roads and fleet management</li> <li>• Economic development</li> <li>• Promote tourism and the local economy</li> </ul>	<p><b>No significant risks identified</b></p>	<ul style="list-style-type: none"> <li>• Managing to deliver all services and maintain standards.</li> <li>• Recycling has improved.</li> <li>• Community Warden Scheme continues to be a success.</li> <li>• A Development Framework for Housing Sites has been introduced.</li> <li>• Quality Planning Award for the design of residential streets.</li> </ul> <p><b>Areas of concern</b></p> <ul style="list-style-type: none"> <li>• Landfill targets are still not being met.</li> <li>• It would cost £70 - £80 million to bring roads up to the preferred standard.</li> <li>• Reduction in planning fee income has probably bottomed out but income from building warrants is still in decline.</li> <li>• Council is looking at the list of assets and the carbon they produce before drawing up a carbon reduction plan.</li> </ul>	

Corporate Assessment Area	Initial Risk Assessment	Evidence/Rationale	What we plan to do
Partnership working and community leadership	No significant risks identified	<ul style="list-style-type: none"> <li>• East Lothian Community Planning Partnership (ELCPP) has delegates from public, private and voluntary organisations and county forums.</li> <li>• The East Lothian Community Plan 2007-16 incorporates the 2020 Vision and adopts the council's Core Priorities.</li> <li>• The council has produced an East Lothian SOA 2009 – A Snapshot, which explains the plan for the future of East Lothian. This is an effective and simple document for introducing the rationale behind the SOA.</li> <li>• New Community Planning framework approved in Jan 2009 and the Community Planning Single Outcome Agreement (SOA) was agreed May 2009.</li> <li>• Staff across services worked well together in child protection case conferences to plan for children and meet their needs.</li> <li>• ELC has established Parent Councils in all of its schools in line with the Parental Involvement Act. They have held 2 meetings of Authority wide Parent Council to discuss issues of common concern and to promote training.</li> <li>• Most parents, carers and families are satisfied with the quality and range of services provided by the authority. They are positive about their active involvement in the development of their children's learning in both informal and formal contexts. Parents, carers and families express confidence in supporting their children's learning and development.</li> <li>• The SHR re-inspection report states that the council generally has a good approach to participation and consultation.</li> </ul> <p><b>Areas of concern</b></p> <ul style="list-style-type: none"> <li>• The quality of adult social care partnership working with NHS Lothian has been challenging on the topics of resource transfer, closure of NHS beds and delayed discharges. These risks are likely to continue and be problematic in future.</li> </ul>	<p>SWIA will undertake a total of eight scrutiny sessions e.g.</p> <p><b>Partnership - meetings</b> with senior NHS managers, senior council managers, elected members.</p> <p><b>Capacity</b> - focus group of service users, carers, adult social care staff, team leaders or equivalent, meeting with senior management team to review performance information.</p>
Community engagement	No significant risks identified	<ul style="list-style-type: none"> <li>• Community engagement included in work of Community Planning Task Group.</li> <li>• East Lothian Council are represented on the CoSLA Engagement Task Group.</li> </ul>	

Corporate Assessment Area	Initial Risk Assessment	Evidence/Rationale	What we plan to do
		<ul style="list-style-type: none"> <li>• The council and the Community Health Partnership (CHP) also co-fund an engagement post under the auspices of the CPP.</li> <li>• ELCPP's Community Engagement Strategy 2007-10 provides a framework to improve the way it works with people and communities.</li> <li>• Partnership working within ELLP and with voluntary sector bodies was strong.</li> <li>• Partnership working with the local FE College is well developed, leading to productive work and opportunities for adult learners.</li> <li>• The ELLP CLD Strategy and action plans were clear in purpose and aims. Regular meetings with partners including voluntary sector bodies occur. The Local Planning Group in Haddington area is developing partnership working through consulting young people on service delivery. A number of notable achievements had been made in community participation within the community planning process.</li> <li>• The council has a good approach to tenant participation and consultation.</li> <li>• SWIA – Adult Social Care and Children's Services are currently writing a community engagement strategy.</li> </ul>	
<b>Governance and Accountability</b>	<b>No significant risks identified</b>	<ul style="list-style-type: none"> <li>• Establishment of Audit and Petitions committees in September 2008.</li> <li>• Panels Review recommended that PPRP's meet in public from August 2008.</li> <li>• Comprehensive Induction Programme for members delivered post May 2007.</li> <li>• 4 Members have completed the Improvement Service Leadership Programme.</li> <li>• Part of an Improvement Service group participating in CPD for Councillors.</li> <li>• Board of Directors &amp; Corporate Management Team redefined their remits establishing leadership behaviours underpinning 'Challenge for Change'.</li> <li>• A Transformational Leadership programme has been established.</li> <li>• The council produces an Annual Performance Report; the 2008/09 version was presented to Council in June 2009 and is on the council's web-site.</li> <li>• The council recognises its performance in relation to core priorities,</li> </ul>	AS local audit to monitor progress on governance, communication and scrutiny panels.

Corporate Assessment Area	Initial Risk Assessment	Evidence/Rationale	What we plan to do
		<p>identifying both successes, areas for improvement and associated target dates.</p> <ul style="list-style-type: none"> <li>• Quarterly performance reports are also available on the council's web-site.</li> <li>• Children's Services provided the public with performance information on television screens in public waiting areas.</li> </ul> <p><b>Areas of concern</b></p> <ul style="list-style-type: none"> <li>• The council annually reviews its internal financial control systems – however, best practice is to review governance in its widest sense.</li> <li>• Produces a range of publications and newsletters which communicate initiatives/developments, council has identified need to improve this.</li> <li>• Concerns about the effectiveness of PPRPs.</li> </ul>	
<p><b>Performance Management and Improvement</b></p> <ul style="list-style-type: none"> <li>• Customer focus and responsiveness</li> <li>• Performance management</li> <li>• Efficiency</li> </ul>	<p><b>No significant risks identified</b></p>	<ul style="list-style-type: none"> <li>• New Customer Care Standards and Charter approved by Cabinet in October 2007. All information is now on the council intranet.</li> <li>• Customer service training workshops now part of induction programme for all new employees.</li> <li>• Customer Service Excellence Project Board established Sept 2008.</li> <li>• Customer service was a key theme of the 'Challenge for Change' Conference 2009.</li> <li>• New Customer Contact Strategy and Implementation Plan approved 27/10/2009.</li> <li>• Best Value Review of Community Response Service completed November 2009.</li> <li>• SWIA – Adult Social Care's complaints handling was not fit for purpose. At the follow-up inspection they had made substantial progress in delivering efficient complaints handling.</li> <li>• Modernised Performance Review and Development Scheme launched with pilots. Wider roll-out will begin in 2009-10.</li> <li>• 'Aspire-view' allows more flexible reporting on performance/projects/initiatives.</li> <li>• Alignment between SOA outcomes, Community Planning Partner responsibilities and the council's performance management framework clarified with the use of logic models in the preparation of the 2009 SOA.</li> </ul>	

Corporate Assessment Area	Initial Risk Assessment	Evidence/Rationale	What we plan to do
		<ul style="list-style-type: none"> <li>• Strategic review of communications has been completed and a communications strategy and action plan for 2008-12 is in place.</li> <li>• SWIA was impressed with Children's Services simple system using excel spreadsheets – an effective performance management system.</li> <li>• The children and families service has developed an approach to analysing work used by all staff to review practice, monitor resources and plan for improvement.</li> <li>• Efficiency Board was set up in April 2009 to consider alternative business models for service delivery, followed by an Efficiency Register and Efficiency Plan.</li> <li>• An Efficiency Statement 07/08, was submitted to the Scottish Government. This was supported by an assessment model, which supersedes the efficiency register.</li> <li>• Involved in the Shared Services Diagnostic Project.</li> </ul> <p><b>Areas of concern</b></p> <ul style="list-style-type: none"> <li>• SWIA recommended that Adult Social Care and Children's Services needed to do more to deliver aggregate data about outcomes for service users. We found at our follow-up inspection that Adult Social Care and Children's Services had not made much progress generating aggregate outcome data in respect of service users.</li> <li>• First SOA progress report did not report on 41% of measures due to data gaps.</li> <li>• Managers in Adult Social Care acknowledged that performance management was less well developed in Adult Care than it was in Children's Services.</li> <li>• Benchmarking undertaken through Scottish Energy Officers Network.</li> <li>• See SWIA previous comments in red about the serious capacity and timely assessment and service delivery issues for Adult Social Care.</li> </ul>	<p>SWIA continues to monitor position.</p> <p>The SWIA Link Inspector will monitor the generation of aggregate outcome data. CC to follow-up through Inspection process.</p>
<p><b>Performance Management &amp; Improvement</b></p>	<p><b>Significant concerns identified</b></p>	<ul style="list-style-type: none"> <li>• Risk management is still not fully implemented or embedded in the council.</li> <li>• There is no corporate risk register.</li> </ul>	<p>AS to monitor as part of statutory audit.</p>

Corporate Assessment Area	Initial Risk Assessment	Evidence/Rationale	What we plan to do
<ul style="list-style-type: none"> <li>Challenge and improvement</li> <li>Risk management</li> </ul>		<ul style="list-style-type: none"> <li>A new risk management strategy has been developed and has been circulated to the appropriate officers, prior to seeking approval, for implementation at Council meeting in December 2009.</li> <li>Currently establishing a risk-reporting framework and risk working groups in each service.</li> </ul> <p><b>However, areas of no concern</b></p> <ul style="list-style-type: none"> <li>ELC's Best Value and Community Planning report was published in October 2007. An agreed Improvement Programme containing 17 Actions/Improvement Points, all of which are now considered to be complete or substantially underway. Any outstanding actions will be monitored as part of the forthcoming Corporate Improvement Plan, which is due at the beginning of 2010.</li> <li>Services in ELC in 2009 had made very good progress since the 2007 inspection. They had improved practice within and across services resulting in better outcomes for children. These improvements had been monitored and systems put in place to ensure high standards are maintained.</li> </ul>	AS review as part of BV2 in Year 2.
<p><b>Use of Resources</b></p> <ul style="list-style-type: none"> <li>Financial management</li> </ul>	<p><b>Significant concerns identified</b></p>	<ul style="list-style-type: none"> <li>The council estimates that expenditure commitments will outstrip income by £10.4 million. The council need to achieve recurring efficiency savings of £3.5 million. Efficiency savings are not being achieved across all services. Risk of depleting current reserves and expenditure exceeding income impacting on frontline services.</li> <li>A public consultation process was launched – 'Spending Choices' to help meet the financial challenges the council face. A fundamental review of services and service delivery is being considered as part of developing a new 3-year budget for 2010-13.</li> <li>Although there has been close monitoring of budgets by the CMT, repeat budget overspends have occurred within some services (including Adult Social Care).</li> <li>Failure to achieve efficiency savings in the current financial year may impact on the maintenance of front line services in future.</li> </ul> <p><b>However, areas of no concern</b></p> <ul style="list-style-type: none"> <li>Recent reports to Council/Audit Committee including; new corporate initiatives to manage costs down; budget options – future financial</li> </ul>	AS to monitor as part of statutory audit and for members report.



Corporate Assessment Area	Initial Risk Assessment	Evidence/Rationale	What we plan to do
		<p>prospects; and updates on the impact of the economic recession.</p> <ul style="list-style-type: none"> <li>• Medium Term Financial Strategy 2009/10 to 2011/12.</li> <li>• Daily monitoring of actuals to budget.</li> <li>• Efficiency register established, starting with 2008/09 Efficiency Plan,. In 007/08 an Efficiency Statement, submitted to the Scottish Government.</li> <li>• Efficiency Board now established.</li> <li>• Budgetary reviews to determine adequacy of service funding.</li> <li>• At 31 March 2009, the council had useable reserves of £16.2 million, an increase of £2.1 million on the previous year.</li> </ul>	
<p><b>Use of Resources continued</b></p> <ul style="list-style-type: none"> <li>• Asset management</li> </ul>	<p><b>Significant concerns identified</b></p>	<ul style="list-style-type: none"> <li>• ELC has a draft Asset Management Strategy which has yet to be approved.</li> <li>• Developing a comprehensive Corporate Asset Management Plan for June 2010, which will build upon the work already done in relation to Property, Education, IT and Roads' assets. Previously delayed because of a lack of dedicated resources.</li> </ul> <p><b>However, areas of no concern</b></p> <ul style="list-style-type: none"> <li>• Quinquennial valuation reviews.</li> <li>• Recording of capital expenditure additions during the year.</li> </ul>	<p>AS to monitor as part of statutory audit and for members report.</p>
<p><b>Use of Resources continued</b></p> <ul style="list-style-type: none"> <li>• Managing people</li> </ul>	<p><b>No significant risks identified</b></p>	<ul style="list-style-type: none"> <li>• New performance review and development scheme is being rolled out corporately.</li> <li>• Staff engagement survey planned for 2010.</li> <li>• 'Challenge for Change' Business Managers' conference. Five working groups were set up to develop priority changes.</li> <li>• A new behavioural quality framework, entitled 'The East Lothian Way' (ELW) was developed in order to define key qualities required across the council.</li> <li>• The council has made good progress in developing Modern Employment Policies.</li> <li>• New Performance Review and Development scheme has been rolled out.</li> <li>• Levels of sickness absence are generally lower than the national average</li> </ul>	

Corporate Assessment Area	Initial Risk Assessment	Evidence/Rationale	What we plan to do
		<p>for both local government staff and teachers.</p> <ul style="list-style-type: none"> <li>Investor in People (IiP) activity continues council-wide, with Education being the most recent service to achieve the IiP Award in September 2009.</li> </ul>	
<p><b>Use of Resources continued</b></p> <ul style="list-style-type: none"> <li>Procurement</li> </ul>	<p><b>No significant risks identified</b></p>	<ul style="list-style-type: none"> <li>Significant improvements in procurement practices have been implemented.</li> <li>7% of contracts, about 27% of all expenditure, are in place with the council's suppliers.</li> <li>PECOS e-procurement system results in 30% of orders processed electronically.</li> <li>Plan in place to achieve superior procurement performance.</li> <li>Part of Procurement Scotland and joined Scotland Excel in April 2008.</li> <li>Procurement strategy and contract register in place.</li> <li>The council uses the Public Contracts Scotland Portal.</li> </ul> <p><b>Areas of concern</b></p> <ul style="list-style-type: none"> <li>Council was not able to provide procurement data for 2008/09, which suggests that it is difficult for them to identify issues, take corrective action, and meet targets.</li> <li>The council failed to meet the Scottish Government's targets for reporting Procurement Best Practice Indicators by being at least 9 months in arrears. The main risk is that ELC will not be able to fully demonstrate their good practice in procurement.</li> </ul>	<p>AS review as part of BV2 in Year 2.</p>
<p><b>Use of Resources continued</b></p> <ul style="list-style-type: none"> <li>ICT</li> </ul>	<p><b>No significant risks identified</b></p>	<ul style="list-style-type: none"> <li>The council makes good use of ICT to support and deliver services. It has a clear strategy for the future development of ICT that is clearly linked to their objectives.</li> <li>The council is making progress in putting a framework of policies and standards in place for data handling and security. Recently published a new data handling policy.</li> <li>Good progress has been made in risk assessing information sources and data transfers. Information assets register and data owners are being prepared and steps are being taken to provide staff with technical and physical security measures.</li> </ul>	

Corporate Assessment Area	Initial Risk Assessment	Evidence/Rationale	What we plan to do
Equality	No significant risks identified	<ul style="list-style-type: none"> <li>• The council has equality schemes in place for race, disability and gender and an overarching equal opportunities statement.</li> <li>• It is developing a single equalities scheme.</li> <li>• Equalities area on the intranet with a range of policies and resources, including an equality impact assessment toolkit and a guide to monitoring equalities.</li> <li>• The council's People Strategy sets out framework for supporting staff.</li> <li>• Community engagement features significantly in the work of the Community Planning Task Group.</li> <li>• East Lothian Council are represented on the COSLA Engagement Task Group.</li> </ul> <p><b>Gold Point:</b></p> <ul style="list-style-type: none"> <li>• <b>Quarterly equalities newsletter for staff and integrating East Lothian Diversity Network into the process.</b></li> </ul>	
Sustainability	No significant risks identified	<ul style="list-style-type: none"> <li>• Developed a carbon management plan to reduce carbon emissions by 25% over next 5 years and have established a carbon management team to review progress.</li> <li>• Recycling continues to improve. Approximately 40% of all refuse is recycled.</li> <li>• New facility for refuse collection that will further improve efficiencies. Two major recycling centres have been opened outside Wallyford and Dunbar.</li> <li>• Development Framework for Housing Sites and improved planning process has been introduced.</li> </ul> <p><b>Ares of concern</b></p> <ul style="list-style-type: none"> <li>• Progress has been made but landfill targets are still not being met.</li> <li>• The planning application for the energy from waste plant at Dunbar was rejected by members but the contractors may appeal the decision. (SEPA approved the plant).</li> <li>• The council will be liable for fines if carbon emissions are exceeded.</li> </ul>	AS Review as part of BV2 in Year 2.

## Appendix 2: Outline summary of scrutiny activity

2010-11 (Year 1)												
Scrutiny activity	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
HMIe – Child Protection Inspection												
HMIe – Educational Psychology Services												
HMIe – Validated Self - Evaluation Action Plan, timing tbc												
Care Commission – review of adoption and fostering services												
SWIA – scrutiny assessments, covering partnership arrangements and service capacity including performance information												

2011-12 (Year 2)	
Issues for scrutiny /improvement	Scrutiny bodies /council potential involvement
Audit of best value and community planning	Audit Scotland, Best Value and Improvement Scrutiny Group
SCSWIS scrutiny assessments, timing and scope of work tbc	SCSWIS

2012-13 (Year 3)	
Issues for scrutiny /improvement	Scrutiny bodies /council potential involvement
SCSWIS scrutiny assessments, timing and scope of work tbc	SCSWIS