

REPORT TO: East Lothian Council

MEETING DATE: 28 August 2012

BY: Chief Executive

SUBJECT: Council Plan 2012 - 2017

1 PURPOSE

- 1.1 To present the Council Plan 2012-2017 for approval.

2 RECOMMENDATIONS

- 2.1 Council approves the Council Plan 2012-2017 (Appendix 1).

3 BACKGROUND

- 3.1 Council on 24 January 2012 approved a draft Council Plan 2012-2017 and instructed the Chief Executive to present a final Council Plan 2012-2017 following the May 2012 Council elections. At the first meeting following the May elections the Council agreed that the manifestos of the Administration parties should be reflected within the new Council Plan.
- 3.2 The final draft of the Council Plan brought to the Council for approval establishes a clear vision and sense of purpose for the Council which reflect local needs, the views of local people and national priorities and will secure improved outcomes and continuous improvement. It takes into account, and reflects the commitments made in:
- the Single Outcome Agreement 2011
 - the public sector reform agenda as set out by the Christie Commission
 - the challenges faced by East Lothian and the Council, including the Council financial position, the impact of the recession on East Lothian's economy, East Lothian's growing population and welfare reform
 - the draft Council Plan approved in January 2012
 - the manifestos of the Administration parties.

3.3 The Council Plan states that over the next five years the primary focus for the Council should be to respond to the challenges it faces to enable East Lothian to continue to move towards achieving the ambition as set out in the 2020 Vision, the Single Outcome Agreement and the Administration's manifestos. The Council's aim is to create a prosperous, safe and sustainable East Lothian that will allow our people and communities to flourish.

3.4 To achieve this, the Council Plan establishes four objectives:

- *Growing our Economy – to increase sustainable economic growth as the basis for a more prosperous East Lothian*
- *Growing our Communities – to give people a real say in the decisions that matter most and provide communities with the housing, transport links, community facilities and environment that will allow them to flourish*
- *Growing our People – to give our children the best start in life and protect vulnerable and older people*
- *Growing the capacity of our Council – to deliver excellent services as effectively and efficiently as possible within our limited resources.*

The Council Plan details the actions that will be pursued over the next five years to achieve these objectives.

3.5 Annual reports will be produced to measure progress in achieving the Council Plan objectives.

4 POLICY IMPLICATIONS

4.1 The Council Plan 2012-2017 and creation of a consolidated set of priorities and commitments will assist the Council in ensuring that corporate and service planning is well founded on a clear vision and strategic direction. This will also assist the Council in delivering services in accordance with our statutory Best Value obligations.

5 EQUALITIES IMPACT ASSESSMENT

5.1 An Equalities Impact Assessment has been carried out and no negative impacts have been found.

6 RESOURCE IMPLICATIONS

- 6.1 Financial – there are no immediate financial implications associated with the recommendations made in this report although the Council Plan does contain a number of strategic policy objectives that may well have a financial impact during the next five year period. Where such impact cannot be accommodated within existing approved budgets the action will be the subject of a separate report to Cabinet or Council before implementation. Future budget development work will take into account any financial implications of the Council Plan in accordance with any more detailed implementation timetable that is developed.
- 6.2 Personnel – no direct implications on staffing associated with this report's recommendations although implementation of the Council Plan and its actions may have staffing implications which would be the subject of separate reports.
- 6.3 Other – none.

7 BACKGROUND PAPERS

- 7.1 Corporate Plan 2008-2012
- 7.2 Single Outcome Agreement 2011
- 7.3 Draft Council Plan 2012-2017; report to East Lothian Council, 24th January 2012
- 7.4 Let's Work Together for a Better East Lothian: East Lothian Labour Party 2012 Council Election Manifesto
- 7.5 Appendix B: Putting Local People First: Scottish Conservatives East Lothian 2012 Council Election Manifesto
- 7.6 Administration Manifestos; report to East Lothian Council, 15th May 2012
- 7.7 Appendix 1: Council Plan 2012-2017

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DATE	16 th August 2012

**WORKING TOGETHER FOR
A BETTER EAST LOTHIAN**

**The EAST LOTHIAN
COUNCIL PLAN**

2012-17

August 2012

Working Together for a Better East Lothian

The East Lothian Council Plan 2012-2017

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STATEMENT from Chief Executive and Council Leader

Our ambition is that East Lothian should be a prosperous, safe and sustainable place with a dynamic and thriving economy that will allow our people and communities to flourish. We are committed to working together with the Council's partners and the people and communities of East Lothian to achieve this ambition.

The Council Plan 2012-2017 is more than a business plan for the Council. It is a document for all of East Lothian's people and communities. Our aim is to clearly set out what the Council plans to do over the next five years and why. The Council Plan sets out our collective ambition for East Lothian and the commitments we make to bring the real differences that will improve the quality of life of East Lothian's residents.

The Council Plan is based on four objectives:

- **Growing our Economy** – to increase sustainable economic growth as the basis for a more prosperous East Lothian
- **Growing our Communities** – to give people a real say in the decisions that matter most and provide communities with the housing, transport links, community facilities and environment that will allow them to flourish
- **Growing our People** – to give our children the best start in life and protect vulnerable and older people
- **Grow the capacity of our Council** – to deliver excellent services as effectively and efficiently as possible.

We are proud of the many services that the Council delivers, and will continually strive to deliver value for your money. But East Lothian and its Council face serious challenges including having less money, more unemployment and a growing population. As demand for quality services rises and resources are restricted we need to provide best value for money – better services at lower cost.

The Council has embarked on a radical improvement programme based on building services around the needs of our people and communities; delivering the most effective, efficient and excellent services possible within the context of reduced resources; working together with partners, communities and the people of East Lothian to achieve agreed outcomes; and prioritising prevention and promoting equality.

The Council Plan will be delivered over the next five years. We will have ongoing dialogue about how it will be delivered so would be very pleased to receive your comments and views.

Councillor Willie Innes
Council Leader

Angela Leitch
Chief Executive

1. Our Council Plan

The East Lothian Council Plan 2012-2017 is an ambitious and aspirational statement setting out what the Council wants to achieve over the next five years.

The Plan has been influenced by the 2020 Vision for East Lothian, the Single Outcome Agreement (East Lothian Community Planning Partnership's plan for the future of East Lothian), and the Council Administration's manifestos, adopted as Council policy in May 2012. It puts these aspirations and commitments into one strategic document that sets the framework and priorities through which the Council will work towards achieving its ambition for East Lothian.

East Lothian faces significant challenges over the coming years, including: the Council's financial position; the impact of the economic recession; the projected growth in population and growing demand for services.

Over the next five years, our primary focus will be to respond to these challenges to enable East Lothian to continue to move towards achieving the ambition as set out in the 2020 Vision, the Single Outcome Agreement and the Administration's manifestos.

The Council's aim is to create a prosperous, safe and sustainable East Lothian that will allow our people and communities to flourish. To achieve this, our Council Plan has four objectives:

- ***Growing our Economy – to increase sustainable economic growth as the basis for a more prosperous East Lothian***
- ***Growing our Communities – to give people a real say in the decisions that matter most and provide communities with the housing, transport links, community facilities and environment that will allow them to flourish***
- ***Growing our People – to give our children the best start in life and protect vulnerable and older people***
- ***Growing the capacity of our Council – to deliver excellent services as effectively and efficiently as possible within our limited resources.***

Our Council Plan details the actions that will be pursued over the next five years to achieve these objectives.

The Council is committed to equal opportunities for all. In pursuing the objectives of our Council Plan, we will meet the general and specific duties set out in the Equality Act 2010, and will have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity
- Foster good relations.

While the Council Plan sets out what the Council will do, the Council has also adopted a set of behaviours called ‘the East Lothian Way’– the key qualities that help provide direction and highlight what is expected of staff across all levels and all areas of the Council.

These key qualities:

focus on service – providing excellent customer service and contributing to improvements in service.

explore the bigger picture – understanding how our daily activities are linked to the vision of East Lothian Council.

initiate solutions – taking personal responsibility and ownership to be effective in our jobs.

share knowledge – demonstrating regular and effective team working.

deliver outstanding results – taking responsibility and seeing tasks through to successful completion.

The Council Plan provides clear direction for Council services and staff on our priorities for the next five years. The detail about what our services are doing, or plan to do, to support the strategic aims and priorities of the Council Plan and the Single Outcome Agreement outcomes (see Appendix 1) is set out in Service Plans and other strategic documents such as the Integrated Children’s Services Plan and the Local Housing Strategy. A list of key Council and partnership strategies is set out in Appendix 2.

Annual reports will be produced to measure progress in achieving the Council Plan objectives.

2. Our Ambition for East Lothian

The 2020 Vision adopted in 2006 sets out the long term ambition for East Lothian.

“In 2020 East Lothian will have an established reputation as having the highest quality of life in the UK and the quality of our environment will be recognised as amongst the best in Europe.

Our dynamic and flourishing economy will support strong, sustainable, safe and inclusive communities where:

- ***the demand for affordable, high standard housing will be met;***
- ***our world class education service will encourage all our children and young people to achieve their full potential; and,***
- ***all our citizens will have access to the highest quality public services and a modern integrated transport infrastructure.***

In 2020 our citizens will be proud to live, learn, work and play in East Lothian.”

East Lothian Council is committed to supporting the East Lothian Community Planning Partnership and its plan for the future of East Lothian, the Single Outcome Agreement 2011. The Council is committed to achieving the outcomes set out in the Single Outcome Agreement and to the Partnership’s Statement of Intent.

“We will work in partnership to build an East Lothian where everyone has the opportunity to lead a fulfilling life and which contributes to a fair and sustainable future for Scotland and the wider world.”

The manifestos of the Scottish Labour Party and Scottish Conservatives that form the Council Administration were adopted as Council policy in May 2012. The commitments made in the manifestos are summarised as:

“To create a prosperous, safe and sustainable East Lothian where its people and communities can flourish.”

Our Council Plan 2012-2017 sets out how we will work to achieve the ambition and aspirations of East Lothian’s 2020 Vision, the Single Outcome Agreement and the Council Administration.

3. Our Challenges

Our Council Plan has been developed within the context of major challenges faced by East Lothian's Council and our communities. These challenges have been a major factor in determining the Plan's priorities.

Less money

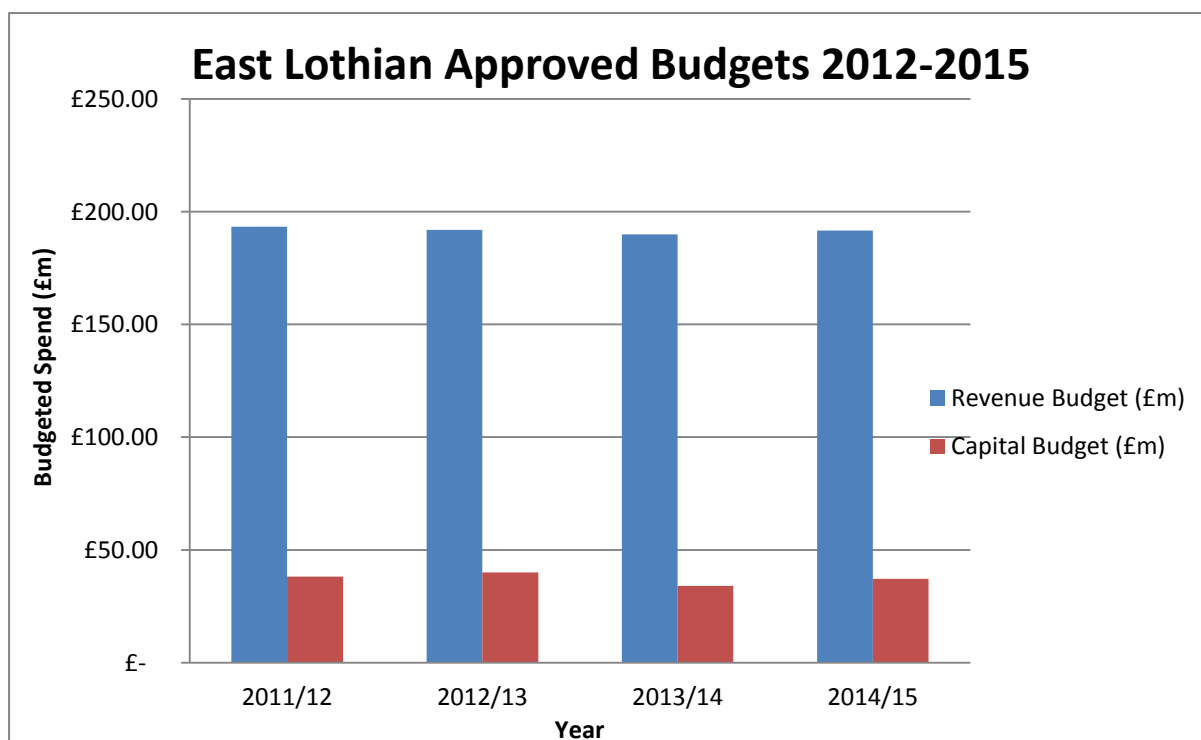
In common with all public organisations, East Lothian Council is facing significant financial challenges over the period covered by this plan.

The financial challenges facing us come in three main areas.

Firstly, the Council's annual spending is currently greater than the income it receives each year. In the past this has been managed by the use of reserves – i.e. the balances built up in previous years has given the Council a financial 'cushion'. However, these reserves are only forecast to last another two years and the Council will need to make the transition to a more sustainable budget in the medium term.

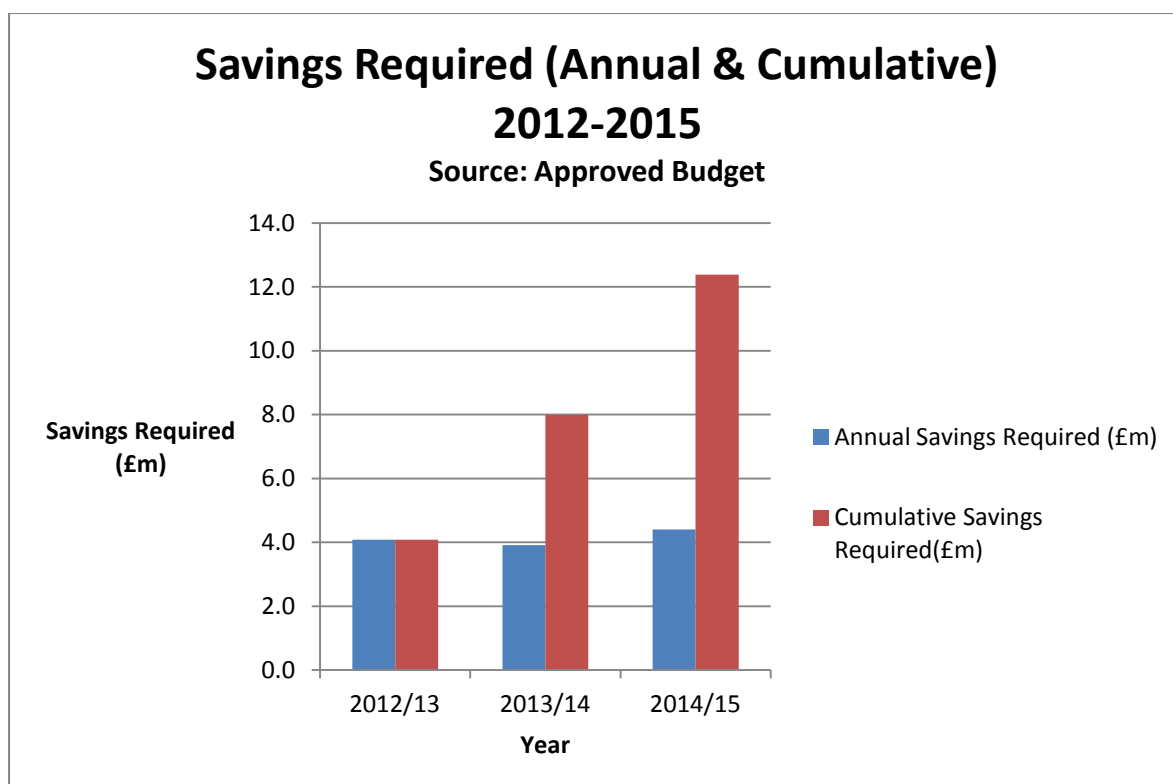
Secondly, the income the Council receives, from central government and Council Tax is forecast to either reduce or increase very slowly over the next five years. This, combined with the ending of reserves use, means that the amount the Council will have to spend on services is likely to reduce, in real terms, over the period of this plan. This can be seen in the graph below. At the same time, costs are likely to rise. Although the Council has been able to contain costs over the past couple of years there are serious doubts about whether this is possible in the medium to long term.

Thirdly, the projected increase in East Lothian's population across all age groups will increase demand for services, particularly for young children and families and older people.



In February 2012 the Council adopted a three-year budget for 2012/13 to 2014/15 based on a three-year financial strategy which took into account the Scottish Government's spending announcements (essentially freezing the Council's grant) and the commitment to freeze Council Tax. The strategy aims to bring Council expenditure and income into sustainable balance by 2014/15.

To balance budgets there will need to be real term reductions in Council spending. The 2011/12 approved revenue budget was £193.3 million. Taking into account both planned and target efficiency savings, this will need to reduce to £185.9 million by 2014/15 - which is a reduction of almost 4% over the period. This is something that the Council has not had to face in recent history. If the Council fails to manage and contain cost increases then the reduction required could be even greater. This will be managed by making savings of at least £12.4m over the next three years. The level of the savings required is shown in the graph below.



Meeting these savings targets will put great pressure on Council services.

The impact of the recession on East Lothian

East Lothian is widely recognised as a fantastic place to live with a beautiful coast and countryside, attractive and distinctive towns, good quality housing, schools and services, and its proximity to Edinburgh's jobs, businesses and attractions. All these factors contribute to a view of East Lothian being an area of high employment and general affluence.

The impact of the 2008 recession and the slow economic recovery has challenged this perception of East Lothian. The loss of jobs in Edinburgh's public sector and

financial services sectors have contributed to increasing unemployment amongst East Lothian residents and many local businesses are struggling, which has impacted on the diversity of East Lothian's town centres. At the same time, public finances have been squeezed and public spending is not expected to achieve pre-recession levels until 2023-24.

The East Lothian Economic Development Strategy 2012-2022 identifies key issues that need to be addressed including:

- East Lothian has a relatively small, stable business base that lacks businesses of scale
- Almost half our residents work outside of East Lothian – and East Lothian's low jobs density figure contributes to this
- East Lothian has a relatively low number of jobs per head of population compared with the Scottish average
- The economic downturn has significantly increased East Lothian's adult and youth unemployment levels – and these are now close to the Scottish average
- School attainment is good in East Lothian but progression into positive destinations is a problem
- East Lothian is not an area of high deprivation but deprivation levels in parts of Musselburgh, Wallyford and Prestonpans are moving in the wrong direction relative to Scotland's other datazones.

East Lothian's growing population

In 2011, East Lothian had an estimated population of 98,170. Between 2006 and 2011, East Lothian's population had increased by 6%; compared with an increase of 3% across Scotland.

The General Register Office for Scotland's 2010-based population projections state that '*East Lothian's population will increase significantly over the next 10 years.*'

Between 2012 and 2022, East Lothian's population will increase by 12% from 99,900 to 111,800. Scotland's projected increase is 7%. By broad age group, the percentage changes between 2012 and 2022 are:

- aged 0 to 15: East Lothian – 11%; Scotland – 6%
- aged 16 to 64: East Lothian – 9%; Scotland – 0%
- aged 65 and over: East Lothian – 24%; Scotland – 21%.

The projections made by the General Register Office for Scotland suggest that by 2035 East Lothian's population could grow to total just under 130,000 – an increase of 30% from 2012.

The Council has to plan for the impact this growth in population will have on services including:

- schools and services for children and families

- services for older people and vulnerable adults
- demand for new infrastructure to cope with the new settlements and housing required e.g. roads and schools
- development pressures on East Lothian's natural environment.

Welfare changes

The UK Government is planning to save up to £11 billion annually from the benefit system through significant changes that will have major implications for those who rely on benefits and also will significantly impact on the work of the Council. The key reforms that will impact most on us are:

- restrictions in the amount of Housing Benefit that can be claimed
- integration of Housing Benefit into a new Universal Credit
- replacement of Council Tax Benefit with local schemes
- the longer term implications of the introduction of Universal Credit.

The Scottish Local Government Forum Against Poverty has estimated that (as at September 2010) the proposed welfare reforms will result in an annual total loss of £8m-£9.5m in welfare benefits received by residents of East Lothian.

The impact of welfare reform in East Lothian presents a number of challenges for the Council. These include an increase in demand for some services including children's and adult wellbeing services, housing and homelessness services, free school meals and other services for vulnerable children, families and adults. The Council will also feel the negative impact from reduced levels of grant funding and a reduction of income through increases in Council House rent and Council Tax arrears.

Affordable housing

A severe lack of affordable housing is a significant challenge for the Council. This is demonstrated by high demand for social housing and high levels of homeless presentations throughout the county. The Local Housing Strategy 2012-2017 was developed in the context of increasing pressure on the housing market in East Lothian.

The Strategy has five key outcomes including increasing housing supply and improve access to appropriate housing including affordable housing; fewer people become homeless; and, people with particular needs are able to access and sustain their choice of housing including independent living, where appropriate.

The Council has an extensive new build programme and in 2010/11 completed 170 new homes on six sites, with a further 86 completed by local housing associations. The Local Housing Strategy and the Strategic Housing Investment Plan 2012/13 – 2014/15 set out how the Council plans to allocate resources to achieve the aim of increasing the supply of affordable housing through a range of measures and housing tenures.

Sustainability and Environmental Challenges

Reducing our dependency on fossil fuels, delivering on greenhouse gas emissions targets and developing resilience to adapt to climate change will have major implications for local communities and provide significant challenge to delivery of services. At the same time, there may well be opportunities to do things differently.

The Climate Change (Scotland) Act 2009 requires the Council to work towards mitigation and adaptation of climate change, and incorporate the principles of sustainability into its decisions and actions. These principles are defined by the Scottish Government: to live within our environmental limits and ensure a strong, healthy and just society by means of: a sustainable economy; promotion of good governance; and responsible use of sound science.

East Lothian's natural environment and the attractiveness of its towns and villages are major factors in the quality of life appreciated by residents and visitors, underpinning the health and well-being of our communities and supporting our local economy. Protecting and enhancing that environment is a key priority for the Council. This will be challenging in the coming years in the face of financial and development pressures, demographic change, climate change and other competing demands. The Council working with local communities and other partners will need to meet these challenges in order to maintain a healthy and attractive environment.

Public Sector Reform

East Lothian Council is fully engaged with the public sector reform agenda which is one of the driving forces for major changes in Scotland's public services. The reform agenda is challenging for local authorities. However, it also presents opportunities to which East Lothian Council has been responding positively.

The Council welcomed the report and recommendations of the Commission on the Future Delivery of Public Services (The Christie Commission) and endorsed its principles and objectives which underpin the Council's radical improvement programme based on:

- Services built around people and communities
- Effective, efficient and excellent services
- Working together to achieve outcomes
- Prioritising prevention and promoting equality.

The Council has been working with Lothian and Borders Police and Lothian and Borders Fire and Rescue Service to put in place scrutiny and engagement arrangements with the aim of ensuring that the move to national police and fire and rescue services in 2013 will not lead to a diminution in the level and quality of services provided in East Lothian.

Also, the Council and the NHS are working very closely to consider the implications of the Scottish Government's proposal to create integrated Health and Social Care

Partnerships and ensure a good fit between this and the work of the Community Planning Partnership.

What our Citizens Say

East Lothian Council's 2011 Residents' Survey provided strong evidence that residents like living in East Lothian – 99% of respondents to the survey stated East Lothian is a very good or good place to live and 98% of respondents said their neighbourhood was very or fairly good.

Residents generally appreciate the high quality of services provided by the Council. 93% of respondents stated they were very or fairly satisfied with the way the Council is running the area. The survey found that fear of crime has reduced significantly and concern about issues such as dog fouling, rubbish and rowdy behaviour has also declined since the last survey, which was carried out in 2009.

However, the Council cannot be complacent about the need to continue to strive to deliver high quality services and respond to the needs and concerns of East Lothian's communities. When asked to identify key areas that need to improve, concern about unemployment and the need for jobs for local people clearly topped the list of concerns of the survey respondents.

The survey was used to identify the kind of future people would like to see for East Lothian. When asked to choose the single word that best described their hope for East Lothian six out of ten people (61%) chose 'prosperous' with the next highest being 'ambitious' (15%).

The Council actively seeks the views of children and young people in a number of ways and settings, including surveys of Looked After Children, surveys of pupils and through a Youth Council. Several key themes have emerged from recent consultations.

East Lothian's young people clearly want better and more affordable public transport, better jobs opportunities and access to more services such as advice on the issues surrounding employment. They want negative attitudes towards young people to be tackled, more opportunities to share their views on services in the community (for example, easier access to sports and other activities) and more say in the running of their schools.

4. Our Objectives

Over the next five years the primary focus for the Council will be to respond to the challenges to enable East Lothian to continue towards achieving its ambitions and aspirations.

The Council needs to focus on priorities that will make the most difference and create the environment and opportunities and the dynamic and flourishing economy that will create a prosperous, safe and sustainable East Lothian.

Our Council Plan sets out four objectives for the next five years.

- ***Growing our Economy – to increase sustainable economic growth as the basis for a more prosperous East Lothian***
- ***Growing our Communities – to give people a real say in the decisions that matter most and provide communities with the housing, transport links, community facilities and environment that will allow them to flourish***
- ***Growing our People – to give our children the best start in life and protect vulnerable and older people***
- ***Growing the capacity of our Council – to deliver excellent services as effectively and efficiently as possible within our limited resources.***

This section of the Council Plan provides further detail on these four objectives and outlines the key actions the Council will pursue in order to meet them. The actions include commitments made by the Administration in their election Manifestos and adopted as Council policy following the May 2012 Council elections.

Growing Our Economy

We will increase sustainable economic growth as the basis for a more prosperous East Lothian

The central purpose of the East Lothian Economic Development Strategy for 2012 to 2022 is to identify the opportunities which East Lothian can exploit to maximise its sustainable economic competitiveness. In doing so, the Strategy provides a framework which will guide and drive forward a more joined up approach to economic development across East Lothian's Community Planning Partnership. By setting out clear strategic priorities, it is hoped that more effective bids for funding can be submitted and more cost effective delivery achieved through greater integration and co-ordination.

The Strategy was informed by the views of a wide range of stakeholders – including local employers and local communities. Overall, there was broad consensus around what East Lothian's strengths, weaknesses, opportunities and challenges are:

- **Strengths** - a diverse business base with sectoral strengths in food and drink, tourism and Higher Education, entrepreneurial culture, skilled workforce, proximity to Edinburgh and its quality of life.
- **Weaknesses** - lack of large employers, rising unemployment levels, pockets of deprivation in Musselburgh, Wallyford and Prestonpans, limited land availability for economic use, and poor public transport infrastructure.
- **Opportunities** - tourism, food and drink, new sectors (e.g. renewable, life sciences, creative industries and re-locations from Edinburgh), and better promotion of East Lothian's assets.
- **Challenges** - bringing land zoned for economic use to market, balancing East Lothian's environment and quality of life with economic development, town centre regeneration, servicing East Lothian's projected population growth and increasing the proportion both living and working in East Lothian.

The strategy has two strategic goals:

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

These are supported by five strategic objectives:

- To be the best place in Scotland to set up and grow a business
- To be Scotland's leading coastal, leisure and food and drink destination
- To build on our proximity to Edinburgh to encourage study, work and spend in East Lothian
- To provide high quality employment pathways for East Lothian's workforce
- To become Scotland's most sustainable local economy.

The Strategy will be delivered by the Council working in partnership with its partners including, national agencies, the business sector, the voluntary sector and further education institutions.

Key Actions

- Implement the East Lothian Economic Development Strategy 2012-2022 and its action plan to achieve the two strategic goals
- Establish an Economic Forum with business and farming community representatives and further education institutions and engage with local businesses and potential investors in East Lothian to identify how the Council can further support business growth
- Continue to support the county's farmers and fishing communities through the food and drink and other initiatives and funding programmes

- Provide high quality employment pathways for East Lothian’s workforce which will support those furthest from the labour market to develop work ready skills and give every young person the opportunity to undertake training, take up an apprenticeship, work experience or a job
- Use the Council’s purchasing power through the use of community benefit clauses to provide opportunities for work experience, training and apprenticeships
- Support investment in business start ups and growing businesses, including the construction industry and other key sectors, through interest free loans and other local and national support programmes
- Identify areas for business opportunities in the East Lothian Local Development Plan and reduce the time taken to determine commercial planning applications through a more efficient and streamlined approach to dealing with all planning applications
- Support and encourage the development of land allocated for business; where appropriate, fund infrastructure to enable sites to be developed to support new jobs and opportunities for strong sustainable economic growth through working with the business sector and agencies such as Scottish Development International to attract inward investment
- Work with partners and providers to explore how we can improve connectivity, including the roll out of faster broadband and mobile communications across the county to support and encourage local businesses and home working
- Support local companies and build their capacity to ensure they have the opportunity to compete for Council and other public sector contracts
- Work with East Lothian’s tourism sector to support appropriate tourism opportunities including sports and cultural events that attract visitors to East Lothian
- Work with the voluntary sector to create and develop social enterprises using the Social Investment Fund and other sources of funding and support
- Regenerate East Lothian’s town centres through: ensuring that planning decisions made by the Council are sympathetic to preserving the vitality and viability of our town centres; supporting “Shop Local” promotional activity and initiatives that will support the re-opening of empty shops; reducing congestion and improving town centre parking
- Develop a new Culture and Heritage Plan that maintains the success of community initiatives, tourism opportunities and recent Council investment in infrastructure to support the economic development strategy
- Support Fair Trade County status for East Lothian.

Growing our Communities

We will give people a real say in the decisions that matter most and provide communities with the housing, transport links, community facilities and environment that will allow them to flourish

Communities need to be supported to ensure they have the capacity to flourish. The Council is committed to ensuring that communities are empowered to develop strategies and Local Community Plans tailored to their needs and that decision making is devolved to the most appropriate local level.

The Council must make every effort to meet the need for affordable housing by maximising opportunities to increase the supply of affordable housing.

The draft Local Transport Strategy acknowledges that transport is fundamental to the maintenance of today's lifestyle whether it is for personal work or leisure or for the delivery of the goods and services necessary to sustain this lifestyle. It recognises that a sensible transport strategy is not simply about choosing between and developing different modes of travel but must also consider ways of reducing the overall need for travel.

The overall vision for the draft strategy is that East Lothian will have well-connected communities with increased use of sustainable transport to access services and amenities.

The objectives of the emerging strategy are to:

- deliver a more attractive and safer environment for pedestrians and cyclists
- reduce the overall dependence on the car (where it is not the only reasonable transport choice available) and the environmental impact of traffic
- promote the availability and use of more sustainable means of travel
- locate new development to reduce the need to travel
- maximise accessibility for all and reduce social exclusion
- promote integration and interchange between different means of travel.

One of East Lothian's strengths is the strong sense of community in each of its towns and villages. The projected increase in population with significant housing developments being planned across the county could threaten this sense of community. Therefore, new settlements or significant additions to existing communities should be accompanied by the community infrastructure required to make viable, balanced and sustainable communities.

The quality of the natural environment is one of East Lothian's greatest assets. There is a fundamental link between people and place which recognises that looking after our natural and built environments has positive benefits on the health and well-being of our communities. A good quality environment offers opportunities for promoting a healthy life style, active travel and safe and successful communities. It has economic impact and value, such as attracting inward investment as a result of

environmental quality and through supporting tourism. It contributes to the challenges of climate change and helps us to move towards a low carbon economy. The Council is committed to providing a high quality environment, improving the wellbeing and quality of life of our communities and promoting a sustainable lifestyle, and will work with, encourage and support communities to become actively engaged with their local environment.

Key Actions

Housing

- Implement the East Lothian Local Housing Strategy 2012-2017
- Identify sites for house building through the Local Development Plan
- Use planning and other powers to ensure that new housing developments have the community infrastructure they need to create and support viable, balanced and sustainable communities
- Support affordable housing initiatives, prioritising the building of sustainable new homes to provide affordable housing of all tenures (social rent, mid-market rent, shared ownership, shared equity and sale) and help first time buyers and young people to enter the housing market
- Re-introduce and review the provision of loft conversions and extensions
- Introduce sustainable, fair allocation policies to support balanced communities
- Provide additional supported tenancies for young and vulnerable people

Transport

- Implement the East Lothian Local Transport Strategy and lobby public transport providers and the Scottish Government to improve the quality and accessibility of road, rail and bus links and services across East Lothian, and to support community transport initiatives
- Work with local bus operators to improve services across the county and aim to use the Council's share in Lothian Buses to help secure an expanded service
- Actively support improvements to rail services in East Lothian, including: a better service between Edinburgh and Dunbar/Berwick; the re-opening of East Linton station; a rail halt at Blindwells; and, better car parking at the county's stations
- Lobby for dualling of the A1 east of Innerwick and junction safety improvements south of Haddington
- Introduce measures to reduce speeding, including 20mph speed limits where these are supported by residents

- Protect the roads maintenance budget to ensure that all local roads are maintained to a very high standard, and surface water drainage is improved to help prevent flooding

Communities

- Establish Local Area Partnerships for all six areas of East Lothian to give local communities, Community Councils and local groups more say in local services and to develop Local Community Plans that will influence the achievement of the Community Planning Partnership's Single Outcome Agreement
- Devolve decision making and budgets starting with allocating a £100,000 budget for each secondary school cluster
- Keep public services as local as possible and explore the further integration of Council and other public services at local area level, ensuring that locality planning arrangements (for example, the planned Health and Social Care Partnership arrangements) are integrated with the work of Local Area Partnerships
- Build community capacity and support local civic events, voluntary, community and social enterprise organisations across all communities in East Lothian
- Support and celebrate diversity in our communities
- Support the Transition Towns initiative across all East Lothian's towns as a means of developing resilient communities
- Implement the Council's Asset Management Strategy to maximise use of existing resources and engage with partner organisations such as the NHS to achieve best value from local assets, including possible use or sale of surplus land and property for housing development
- Explore opportunities for imaginative and flexible use of facilities, including community use of school buildings outwith school time and reviewing opening hours of community facilities with a view to increasing activities by young people
- Explore community ownership and control of local facilities where appropriate
- Develop a new sports development strategy including extending provision at the Meadowmill Sports Centre and providing sporting pathways within the county for our young people
- Work with the new single police force to establish effective local scrutiny and engagement arrangements which will maintain a strong police presence in our communities by continuing to support initiatives such as the Police Initiative Teams in order to reduce anti-social behaviour, crime and fear of crime

Environment

- Implement the East Lothian Environment Strategy and the Council's Carbon Management Plan, reducing carbon emissions in line with national targets
- Meet the Council's recycling targets, if necessary providing incentives and rewards, and investigate ways of dealing with collected material locally including development of renewable energy sources such as bio-mass
- Bring forward plans to modernise waste collection services to take account of new legislative requirements relating to collection of food waste including free special uplifts
- Explore options for taking stronger action to reduce the problem of dog fouling
- Seek investment from the Scottish Government and take action to protect East Lothian from flooding and coastal erosion
- Ensure the quality and character of East Lothian's natural environment is preserved and enhanced through a range of measures including promoting biodiversity, considering the landscape impact of new development and summer and winter planting
- Work to ensure stricter regulation on the siting of wind turbines

Growing our People

We will give our children the best start in life and protect vulnerable and older people

The Council is committed to implementing policies and providing services that give everyone the opportunity to lead a fulfilling life. The Council has a legal duty of care for vulnerable people but it also has a moral duty. As highlighted in the Challenges section above, the projected population growth in East Lothian's young and older people will create significant pressures on Council services.

The Council is fully committed to giving our children and young people the best possible start in life in terms of education and educational attainment. Investment in early intervention and prevention to overcome financial, social and health inequalities that may affect the future life chances of our children is going to be increasingly important. The Council's roles and responsibilities to children who need to be 'looked after' are set out in the Corporate Parenting Policy.

The growth of East Lothian's older population means that the Council will be faced with significant cost pressures in meeting the demand for care services. The priority will be to focus resources where they are most needed, to shift the balance of care to provide enhanced quality of life for people in their own homes, and to invest in early intervention to reduce the demand for more costly crisis intervention.

The Council is working with its partners to provide better joined up health and social care services through the creation of a Health and Social Care Partnership with the

aim of improving health and reducing health inequalities and supporting independent living. The outcomes for integrated health and social care can be summarised as

- Healthier living – individuals and communities are able and motivated to look after and improve their health and wellbeing, resulting in more people living in good health for longer, with reduced health inequalities
- Independent living – people with disabilities, long term conditions or who become frail are able to live as safely and independently as possible in the community and have control over their care and support. They will have positive experiences of health, social care and support services, which help to maintain their quality of life. People who provide unpaid care to others are supported and able to maintain their own health and wellbeing.

The Council is committed to taking action to minimise potentially negative impacts from the UK Government's welfare reform agenda.

Key Actions

- Implement the Integrated Children's Service Plan
- Continue to increase educational attainment and ensure that the Council has a resource strategy to implement the Curriculum for Excellence, protect school budgets, reduce the number of composite classes and protect rural schools
- Take advantage of technological opportunities for senior pupils to access a wider range of subjects at their own school
- Develop the partnership with Queen Margaret University and the Further Education colleges to develop the Academy model and provide vocational training spaces in all secondary schools
- Fully support the development of early intervention, including: delivering family interventions that strengthen families so that children can safely stay with them; rolling out the Support from the Start model across East Lothian through cluster based engagement with local people and groups; and, beginning an ambitious programme to develop children and families services in the community across East Lothian
- Implement the agreed approach to kinshipcare
- Ensure women and children who experience domestic violence have access to specialist services and support
- Develop equitable early years and nursery services to provide nursery places for all 3 and 4 year olds and work towards meeting parental choice
- Update the Older People's Strategy and develop a new integrated early intervention services model to build on the success of our response and

rehabilitation service to continue to shift the balance of care through developing community based options and maximising opportunities to live independently for as long as possible

- To meet the growing demand for home care services we will work with the voluntary sector and encourage the creation of social enterprises to work together with commercial home care services to enhance the quality, standards and choice and capacity of care available to East Lothian residents
- Modernise adult day services led by users and guarantee personal development plans for all vulnerable adults
- Provide high quality respite opportunities for carers and users of care services
- Promote opportunities for healthy living throughout East Lothian
- Continue to plan for the introduction of a Health and Social Care Partnership and further develop opportunities with NHS Lothian for integrated service provision, to protect existing local health care services and ensure East Lothian residents have access to local health facilities
- Implement the Tackling Poverty Strategic Plan, increase access to welfare and money advice and to Credit Unions in East Lothian and seek to minimise any potentially negative impacts from the UK Government's welfare reforms
- Oppose any plans to close Haddington Sheriff Court.

Growing the Capacity of our Council

We will deliver excellent services as effectively and efficiently as possible within our limited resources

In order to meet the challenges outlined in section 3 above the Council has embarked on a radical improvement programme based around:

- Services built around people and communities
- Effective, efficient and excellent services
- Working together to achieve agreed outcomes
- Prioritising prevention and promoting equality

Services built around people and communities

A key feature of the Council's approach is that services should be built around people and communities; not professions and organisations. The Council is committed to, and has been developing, a range of ways in which to engage effectively with East Lothian's people and communities in order to better develop services around their needs.

A programme of establishing Local Area Forums to develop Local Community Plans was started in 2009. The East Lothian Tenants and Residents Panel provides a

forum for the views of tenants and residents to be fed into the Council. Community Councils are consulted on planning matters and key Council policies. The Council has carried out Residents' Survey to gather information about the views and experiences of East Lothian residents. The Education and Children's Wellbeing Service is committed to engaging with children and young people so that their views can influence policy. The Adult Wellbeing Service consults extensively with service users and carers in its planning and service redesign process.

In 2012 the Council adopted a Consultation and Engagement Strategy and Action Plan that will act as the framework for ensuring that we meet the highest standards of community consultation and engagement.

Effective, efficient and excellent services

Resource maximisation, performance management, continuous improvement and customer excellence are central to the Council's way of working. Over the last four years the Council has implemented a range of successful programmes or strategies to improve effectiveness and efficiency and deliver excellent services, including:

- the Customer Contact Strategy – ensuring that customers are at the core of service delivery and have easier access to services through the development of the Council Contact Centre and local offices
- Worksmart – encouraging flexible working options to allow the Council to rationalise use of office space in Haddington and Macmerry
- Efficient Workforce Management – reviewing workforce deployment.

The Council's employees – over 4,900 staff (just under 3,700 full time equivalent) – are our most valuable resource. In order to deliver the ambitious agenda set out in this Plan the Council needs to focus on its staff who must be capable, flexible, responsive and performance focussed. The Council has adopted a new People Strategy building on improving our performance through our people. In order to achieve the improvements sought, we will continue to work in partnership with the trade unions representing Council staff.

In achieving the Council Plan and delivering effective, efficient and excellent services the Council and its staff will be guided by the qualities set out in 'the East Lothian Way' which help provide direction and highlight what is expected of staff across all levels and all areas of the Council.

- focus on service
- explore the bigger picture
- initiate solutions
- share knowledge
- deliver outstanding results.

The Council has adopted ***From Improvement to Excellence*** the improvement framework through which we will strive for best value and move from being an improving Council to an excellent Council. The framework is based on five inter-related elements:

- Setting clear outcomes and priorities – what we need to do to achieve our vision and ambitions
- Self-evaluation – measuring how are we doing and what do we need to improve
- Service and improvement planning and management – setting out how are we going deliver and manage services and improvement
- Performance management, monitoring and reporting – monitoring how we are doing
- External assessment and accreditation – how others see us and gaining external validation.

A new Leadership Development Programme is being developed to give managers the skills to manage the changes required to bring about the improvements to take East Lothian Council from being an improving Council to an excellent Council.

The Council will continue to strive to maximise its resources and ensure that resources and efforts are aligned with the Single Outcome Agreement and the Council Plan priorities.

The Council needs to ‘live within its means’ and ensure that its budgets are balanced. Our three-year financial strategy outlines how this will be achieved and ensures the Council continues to be financially stable.

Given the diminishing resources that are available and the growing demand for services the Council will have to increase its efforts to improve performance and provide value for money – provide better services at lower cost.

Working together to achieve agreed outcomes

The ambition and aspiration set out in this Plan will only be achieved if the Council works in partnership with the people and communities of East Lothian. The Plan commits the Council to work closely with the business community to deliver economic growth; to establish Local Area Partnerships with community organisations; to ensure that services are built around the need of people; and to support the voluntary and social enterprise sector to deliver key services.

The Council is committed to renewing its efforts to ensure that all its services work together to meet common goals and to develop effective partnership working with other public sector bodies, the voluntary and public sectors and most importantly the people and communities of East Lothian.

Partnership working is integral to the Council’s approach. East Lothian Community Planning Partnership has taken the lead in developing the Single Outcome Agreement based around close working between the Council and its Community Planning partners.

The Council has been at the forefront of developing shared/ integrated services with partners such as the Midlothian Council and the NHS. For example, the forthcoming Health and Social Care Partnership will have to be able to deliver better services and

meet outcomes to improve health and reduce health inequalities and to support independent living.

The Council is working with Lothian & Borders Fire and Rescue Service and Lothian and Borders Police to respond positively to the challenges that will be posed by the creation of national fire and rescue and police services to ensure that they meet the needs of, and are accountable to, East Lothian's communities. The new arrangements will aim to ensure that our communities are safe and our people feel safe.

Prioritising prevention and promoting equality

Early intervention and tackling inequalities are key priorities for East Lothian Council and the Community Planning Partnership. The Council recognises the need to deliver a step change in how services are provided; moving from a model of public services that focus on crisis intervention – services that try to put people and communities together again after things have failed – to a model that concentrates on preventing failure. The focus has to be on prevention and early intervention to avoid crisis intervention. Over the next five years the Council will need to re-direct resources to priorities and the development of a preventative model of service delivery.

East Lothian Council and its partners in health, the voluntary, third and private sectors have done much in recent year to develop early years' services with the aim of ensuring that young children are healthy, happy and ready to succeed in life. A key development has been the Support from the Start project. Learning from the outcomes of this pilot was used to launch an engagement and partnership approach across the whole county with the aim of ensuring that East Lothian's children all get the best possible start in life.

The right to be treated fairly and to fulfil his or her potential is something that everyone should enjoy. The law provides protection from discrimination to ensure that individuals can access services and gain employment. However, some people still face barriers when trying to access services. The Council has additional legal requirements to ensure that we make our services available to everyone in the community and promote awareness and understanding about equality and diversity.

The Council's Single Equality Scheme sets out the how we will ensure that people are not discriminated against. Priorities established in the Scheme include:

- reducing the number of people who are victims of domestic abuse and its affects
- remaining an employer of choice for equalities groups
- removing the barriers that people face and ensure our services are inclusive to all service users, including those with special needs
- reducing the exclusion rates for boys in school.
- reducing the number of people affected by hate crime.
- reducing the stigma of mental ill health particularly in families and in the workplace.

Key Actions

- Implement the Council's Improvement Framework to pursue 'continuous improvement' in the delivery of services and ensure that waste, bureaucracy and administrative costs are minimised so that funding is ploughed into front line services and the Council provides the highest quality of service
- Implement the strategies that support the Improvement Framework including:
 - People Strategy
 - Asset Management Strategy
 - Risk Strategy
 - Customer Contact Strategy
 - IT Strategy
 - Procurement Strategy
 - Consultation and Engagement Strategy
- Support and develop partnership working through:
 - the Community Planning Partnership
 - the partnership funding strategy
 - exploring shared and integrated service provision with local partners and other local authorities
 - other strategic partnerships such as Scottish Futures Trust and South East Scotland hubCo
- Implement the Single Equality Scheme
- Adopt a new integrated impact assessment process for Council policies incorporating equalities and environmental, economic and social sustainability, including an assessment of potential impact on jobs and the economy of East Lothian, to ensure that any potential negative impacts are identified and mitigated
- Introduce a 'Living Wage' for Council employees
- Maintain the Council Tax freeze in line with Scottish Government policy

Appendix 1: Single Outcome Agreement 2011 Outcomes

SOA 2011 East Lothian Outcomes	Council's Objectives
1. East Lothian has a sustainable and successful local economy through developing key local sectors and enhancing business performance	Grow Our Economy
2. All of East Lothian's young people are successful learners, confident individuals, effective contributors and responsible citizens	Grow Our People
3. East Lothian's children have the best start in life and are ready to succeed	
4. The life chances for children, young people and families at risk or with disability in East Lothian are improved	
5. In East Lothian we live healthier, more active and independent lives	
6. Fewer people experience poverty in East Lothian	
7. Fewer people are the victim of crime, disorder or abuse in East Lothian	
8. Fewer people experience antisocial behaviour in East Lothian	
9. East Lothian's homes and roads are safer	
10. In East Lothian people in housing need have access to an appropriate type, tenure and standard of housing and are prevented from becoming homeless	
11. East Lothian has high quality natural and built environments that enhance the well-being of the local community	
12. East Lothian is less dependent on finite resources by moving to a more localised, low-carbon economy and reducing its ecological and carbon footprints by 80% by 2050	
13. East Lothian has well connected communities with increased use of sustainable forms of transport	
14. East Lothian has strong, vibrant communities where residents are responsible and empowered with a positive sense of well-being	

Appendix 2: Key Strategies and Plans

East Lothian Older People's Strategy 2011-20
East Lothian Joint Health Improvement Plan
Lothian and Borders Community Justice Authority Area Plan

East Lothian Tourism Strategy 2010-13
East Lothian Tourism Events 2010-15
East Lothian Food & Drink Strategy 2010-13
East Lothian Coastal Tourism Strategy 2010

East Lothian Integrated Children's Service Plan 2011-13
Child Protection Improvement Plan 2011
Corporate Parenting Policy and Action Plan 2010-13
Children and Young People's Participation Strategy 2011-13
East Lothian Youth Vision

East Lothian Local Housing Strategy 2012 - 17
East Lothian Tenant Participation Strategy 2012-15
Temporary Accommodation Strategy 2010-16
Housing Information and Advice Strategy 2012-17

East Lothian Anti-Social Behaviour Strategy 2009-13

Active East Lothian
East Lothian Learning Partnership Community Learning and Development Strategy
2011-16

Local Biodiversity Action Plan 2008-13
East Lothian Environment Strategy 2010-15 and Action Plan
Carbon Management Plan 2009-14
East Lothian Local Development Plan 2008-13
SES Plan Strategic Development Plan

Regional Transport Strategy 2008 - 2023

East Lothian Council People Strategy 2012-15
Employability and Young People into Work Policy
Corporate Asset Management Strategy
Corporate Financial Strategy
Corporate Procurement Strategy
Treasury Management Strategy
Corporate Risk Management Strategy
Customer Contact Strategy
IT Strategy
Consultation and Engagement Strategy
Communications Strategy
Single Equality Scheme

In development

East Lothian Economic Development Strategy 2012-2022

Early Years Review and Early Years Strategy

Kinship Care Strategy – the way forward (2012-2014)

Education and Children’s Wellbeing Commissioning Strategy 2012 – 2022

Joint Physical Disability and Sensory Impairment Strategy 2012-20

Adult Social Care Commissioning Strategy 2012-20

Adult Social Care Community Engagement Strategy 2012

Change Fund Commissioning Strategy 2012-20

Respite Strategy 2012

East Lothian Tackling Poverty Strategy 2012-15

East Lothian Road Safety Plan 2012

South East Scotland (SES) Plan 2014

East Lothian Local Development Plan 2014

East Lothian Open Space Strategy

East Lothian Local Transport Strategy 2012

East Lothian Culture and Heritage Plan 2012