

REPORT TO: East Lothian Council

MEETING DATE: 28 February 2017

BY: Chief Executive

SUBJECT: Draft East Lothian Council Plan 2017–2022

1 PURPOSE

- 1.1 To present the Draft Council Plan 2017–2022 for approval.

2 RECOMMENDATIONS

- 2.1 Council agrees the Draft Council Plan 2017-2022 (as per Appendix 1) as the basis for the development of 2017/18 Service Plans.
- 2.2 Council agrees that the Chief Executive presents a final Council Plan 2017–2022 for approval by the Council following the May local government elections.

3 BACKGROUND

- 3.1 Council adopted the 2012–2017 Council Plan in August 2012. The Plan was based on a draft Plan that had been approved by Council in January 2012. The 2016/17 Council Improvement Plan included an action to:
- ‘Begin developing a new Council Plan for 2017–2022 in autumn 2016. The Draft Plan will be presented to Council in early 2017 and form the basis of the Plan to be adopted by Council in August 2017.’*
- 3.2 A Draft Council Plan 2017–2022 has been prepared (see Appendix 1). The Draft Council Plan aims to be both ambitious and aspirational and provides clear direction for all services and staff on the Council priorities that should be reflected in the Council’s budgets and in Service Plans.
- 3.3 The Draft Council Plan outlines the strategy the Council will follow and sets out the objectives and strategic goals it has set itself over the next five years to strive to meet the Council vision, *“for East Lothian to be even more prosperous, safe and sustainable with a dynamic economy that enables our people and communities to flourish.”*

- 3.4 The themes and objectives set out in the 2012–2017 Council Plan continue to be relevant and will continue for the next five years:
- **Growing our Economy** – to increase sustainable and inclusive economic growth as the basis for a more prosperous East Lothian
 - **Growing our People** – to give our children the best start in life and protect vulnerable and older people
 - **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 Capacity** – to deliver excellent services as effectively and efficiently as possible within our limited resources
- 3.5 The overarching objective of *‘reducing inequalities within and across or communities’* that was adopted when the 2012–2017 Council Plan was reviewed in 2014 remains the overarching objective of the new Draft Council Plan.
- 3.6 The Draft Council Plan also sets out the following strategic goals which will make the biggest impact in delivering these key themes and objectives:
- Reduce unemployment and improve the employability of East Lothian’s workforce
 - Reduce the attainment gap and raise the attainment and achievement of our children and young people
 - Improve the life chances of the most vulnerable people in our society
 - Extend community engagement and decision making and increase community and individual resilience
 - Deliver transformational change and harness the opportunities technology offers in the provision of services
- 3.7 Despite difficult financial circumstances faced by the Council, all the commitments made in the 2012–2017 Plan have either been achieved or are at advanced stages of being achieved. More still needs to be done in order to continue the drive towards achieving the vision of East Lothian to be even more prosperous, safe and sustainable with a dynamic and thriving economy that enables our people and communities to flourish. In particular, it is recognised that the overarching objective of reducing inequalities across and within our communities is still relevant. Therefore, we will endeavour to target our resources towards East Lothian residents and communities that are affected by poverty and deprivation.
- 3.8 The Draft Council Plan 2017–2022 is set within the context of the continuing financial, demographic and policy challenges faced by the Council. However,

it takes account also of the opportunities presented by the platform of policies and achievements created through previous Council Plans and other developments, such as the City Region Deal.

- 3.9 The Council Plan is being presented as a draft only at this stage. The actions, listed against each of the themes in the draft, are indicative of the actions that will need to be pursued. Services will be asked to reflect the Draft Council Plan themes, outcomes and strategic goals in their Service Plans and identify the actions they will pursue in order to meet the Outcomes. The final version of the Council Plan will include these actions.
- 3.10 Also, we need to take into account the impending Council elections and give the incoming councillors and new Council Administration the opportunity to revise and amend the draft Council Plan that will align with their term of office.
- 3.11 Therefore it is proposed that the Chief Executive revise the Draft Council Plan, taking into account the actions identified by Council services and, if necessary, any new priorities identified by the new Council Administration. The final Council Plan 2017–2022 should be presented for adoption to the August 2017 Council meeting.

4 POLICY IMPLICATIONS

- 4.1 The draft Council Plan 2017–2022 and creation of a consolidated set of priorities and commitments will assist the Council in ensuring that council 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 INTEGRATED IMPACT ASSESSMENT

- 5.1 The subject of this report has been through the Integrated Impact Assessment process and no negative impacts have been identified.

6 RESOURCE IMPLICATIONS

- 6.1 Financial – no direct financial implications associated with the recommendations made in this report although implementation of many related actions may well have a financial impact. Where such impact cannot be accommodated within approved budgets the action will be the subject of a separate report.
- 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. The Council Plan will complement the forthcoming People Strategy and provides a context for the possible reconfiguration of Council Services.

6.3 Other – none.

7 BACKGROUND PAPERS

7.1 Appendix 1: Draft Council Plan 2017-2022

7.2 Council Financial Strategy 2017/18 to 2019/20; East Lothian Council, 21st February 2017

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DRAFT EAST LOTHIAN COUNCIL PLAN 2017-2022

Our Vision is for East Lothian to be even more prosperous, safe and sustainable with a dynamic and thriving economy that enables our people and communities to flourish

February 2017

DRAFT EAST LoTHIAN COUNCIL PLAN 2017-2022

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1. The Draft Council Plan

Our Vision is for East Lothian to be even more prosperous, safe and sustainable with a dynamic and thriving economy that enables our people and communities to flourish

The Draft East Lothian Council Plan 2017-2022 continues the journey towards realising this vision by building on the ambition and achievements of the 2012-2017 East Lothian Council Plan, taking account of the challenges and new opportunities faced by the Council.

The Draft Plan outlines the strategy the Council will follow and sets out the objectives and strategic goals it will set itself over the next five years to strive to meet the vision. It then lists some of the key actions it plans to undertake to achieve these objectives and goals.

The themes set out in the 2012-2017 Council Plan continue to be relevant and will continue to be the themes and objectives of Council for the next five years:

- Growing our Economy
- Growing our People
- Growing our Communities
- Growing our Capacity

The overarching objective of *'reducing inequalities within and across communities'* that was adopted when the 2012-2017 Council Plan was reviewed in 2014 remains the overarching objective of the new Draft Council Plan.

The Draft Council Plan sets out the following strategic goals which will make the biggest impact in delivering these key themes and objectives.

- Reduce unemployment and improve the employability of East Lothian's workforce.
- Reduce the attainment gap and raise the attainment and achievement of our children and young people.
- Improve the life chances of the most vulnerable people in our society.
- Extend community engagement and decision making and increase community and individual resilience.
- Deliver transformational change and harness the opportunities technology offers in the provision of services.

Despite difficult financial circumstances faced by the Council, all the commitments made in the 2012-2017 Plan have either been achieved or are at advanced stages of being achieved. More still needs to be done in order to continue the drive towards achieving the vision of East Lothian to be even more prosperous, safe and sustainable with a dynamic and thriving economy that enables our people and

communities to flourish. In particular, it is recognised that the overarching objective of reducing inequalities across and within our communities is still relevant. Therefore, we will endeavour to target our resources towards East Lothian residents and communities that are affected by poverty and deprivation.

The Council is committed to the East Lothian Partnership's Single Outcome Agreement (SOA) 2013-2023 and to working towards achieving the 10 Outcomes in the Agreement (set out in Appendix 1). The SOA is currently being reviewed as the basis of the new East Lothian Plan which the Partnership will adopt by October 2017.

This Draft Council Plan will be amended following the May 2017 Council Elections. A final version of the Council Plan 2017-2022 will be adopted taking into account the commitments of the new Administration and the priority objectives set out in the new East Lothian Plan. This will ensure a clear alignment between the new Council Plan, the Council Administration's commitments and the new East Lothian Plan.

All Council services outline their contribution both to the Council Plan and to the SOA and its outcomes in their Service Plans. The detail about what services are doing and plan to do to support the themes, objectives and strategic goals set out in this Plan will be reflected in Service Plans and/ or other plans and strategies (e.g. the Local Housing Strategy).

This Draft Council Plan 2017-2022 is both ambitious and aspirational. It is set within the context of the continuing financial, demographic and policy challenges faced by the Council and the county. It takes into account also of the opportunities presented by the platform of policies and achievements created through previous Council Plans and other developments such as the City Region Deal.

The Draft Council Plan also reflects the need to invest in, or re-direct resources to, new priorities through a preventative model of service delivery; investing in prevention and early intervention to avoid more costly crisis intervention. The Council prioritise measures that contribute to inclusive and sustainable growth that reduces inequality and helps to break the cycle of poverty

At the heart of the Plan is the concept that the Council and the people and communities of East Lothian can best deliver these solutions – 'working together for a better East Lothian'.

The Council is committed to maintaining high quality public services that are used and valued by all residents such as schools, services for vulnerable children, adults and older people, maintaining roads and pavements, street lighting and refuse collection services.

The Draft Council Plan is based on the understanding that East Lothian Council cannot address the diverse needs of our population on its own. Therefore, the Council will increasingly become:

- an enabling and empowering authority that works with its citizens and communities, the business and third sectors and other public sector partners to deliver the solutions that work best for East Lothian.
- a more entrepreneurial authority, developing new ways of ensuring services are provided in the most effective and efficient way possible;
- a 'digital' authority, fully embracing and exploiting opportunities to use technology to deliver services.

The Council's values which will help to drive the achievement of the Council Plan are based on the staff behaviours known as The East Lothian Way:

Focus on service – putting the customer first; providing excellent customer service; and, contributing to improvements in service.

Explore the bigger picture – working together for a better East Lothian; understanding how our daily activities are linked to the Council's vision and priorities.

Initiate solutions – striving for excellence; taking personal responsibility and ownership to be effective in our jobs.

Share knowledge – demonstrating regular and effective team working; being open and honest.

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

2. The Context: Challenges and Opportunities

The Draft Council Plan has taken account of a strategic assessment that has been carried out on the East Lothian Profile that provides a vast amount of information on the demography, economy, health and other key measures of life in East Lothian.

It has been developed within the context of major challenges faced by the people and communities of East Lothian and by East Lothian Council.

The Accounts Commission for Scotland has outlined the following major challenges and changing local government environment faced by Scottish local authorities¹.

- Continuing resource constraints, against a backdrop of increasing demand and rising public expectations about the quality of public services.
- The implications of local government of the United Kingdom's decision to leave the European Union
- The potential impact on councils of the Scottish Government's Programme for Government
- The increasing complexity of service delivery often in partnership with others.
- The integration of health and social care, which is fundamentally changing the governance arrangements for this significant area of public service delivery.
- The re-emphasis on Community Planning and the Community Empowerment Act, which has the potential to fundamentally change the relationship between councils and local communities.

These challenges have influenced the focus and priorities of the Draft Council Plan.

However, the Draft Council Plan takes account also of the opportunities presented by the platform of policies and achievements created through previous Council Plans and other developments such as the City Region Deal.

The Challenges

Financial Constraints

East Lothian's population is projected to grow by c.1% a year over the next 20 years from just over 100,000 to over 125,000 by 2037. Significant growth is projected across all age groups particularly among children and older people: the 0-16 year age group is projected to grow by almost a third; the over 75 year age group by almost 100%.

The Council has to plan for the impact of this growth in population in relation to public services such as:

¹ 'How Councils Work: Roles and Responsibilities, A Follow Up Report'; Accounts Commission, November 2016

- 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, schools and community facilities
- development pressures on East Lothian's natural environment.

The Council's Financial Strategy Statement for 2017–2020, outlines the main opportunities, risks and constraints that face the Council over the next three years. The strategy forms the basis of the Council's stewardship of taxpayer's funds over a prolonged period of austerity that will likely continue as the UK's economic outlook faces a further period of uncertainty, in part driven by the UK's decision to leave the European Union. The Strategy has been influenced by four key variables:

- Scottish Government Grant funding
- Delivery of planned efficiencies/ Transformational Change Programme
- Pensions
- Accelerating growth and enabling infrastructure

- *Scottish Government Grant funding*

Like all local authorities in Scotland, the Council continues to face substantial financial challenges. The draft Scottish Government budget announced on 15 December 2016 detailed only one-year figures relating to 2017/18, and there remains significant uncertainty around the future levels of grant. Within this draft one-year budget, the amount of funding available to Local Government through the core Revenue Support Grant for 2017/18 has reduced by a further £220 million, with independent forecasters suggesting that at best, future settlements will remain static in cash terms, with a high risk of further cash and real terms reductions in grant levels.

Within the draft settlement, the Council has received additional 'ring-fenced' funding to be directed towards specific Government priorities, including Education and Social Work. However, the reduction in the Revenue Support Grant of £2.9m means that further savings have to be made across the Council to continue to deliver wider services.

- *Delivery of planned efficiencies/ Transformational Change Programme*

The Council has always shown an ability to adapt and respond positively to the challenges posed by reductions in resources. Significant changes to how it is organised and how services are delivered have delivered around £24 million of efficiencies in recent years. These have been secured across a range of areas including: improved procurement practices, stringent workforce management measures and an ongoing review to the way in which services are managed and delivered.

In preparing the 2017 - 2020 budgets, provision to meet known contractual commitments has been made, but as in recent years, no general inflationary increase in budgets has been incorporated. Essentially, services are expected to absorb general inflationary pressures through the efficient management of the

resources they have been allocated. This 'cost containment' continues to be an important element of the financial strategy.

Given the scale of further savings that will be required in future years it is vitally important that the Council maintains a disciplined approach to the implementation of its Transformational Change programme and does everything possible to deliver the financial efficiencies planned in accordance with that programme and the supporting budgets.

- *Pensions*

The Council is a member of the Lothian Pension Scheme which administers the Local Government Pension Scheme for the Lothian region. The Council previously agreed to participate in a formal Contribution Stability Mechanism which has allowed the Fund to move towards 100% funding while at the same time remaining affordable for employers. The overall effect of this will see the Council's total employer's contribution rate frozen at existing levels for the first year of the planning period; however, it is expected that an increase in employer contributions will be required with effect from 2018/19, with a further increase expected in 2019/20.

- *Accelerating growth and enabling infrastructure*

The Council continues to play an effective role in the development of a potential Edinburgh and South East City Region Deal. The UK Chancellor formally acknowledged in his 2016 Autumn Statement that there would be a deal and high level negotiations have been taking place between the Partnership Authorities and both UK and Scottish Governments. If successful and subject to affordability, the detailed structure of any deal will need to be more fully incorporated within our existing financial plans.

The Council has a proposed Local Development Plan (LDP) that is currently going through a formal period of representation. When adopted, the Plan requires the building of an additional 10,050 homes in East Lothian by 2024. The Council's financial plans have now been modified to better reflect the additional enabling infrastructure costs that will fall due to the Council, in line with a revised Contribution Framework, which will be adopted in conjunction with the LDP.

The impact of the recession and other economic factors

The economic downturn in 2007 resulted in a significant increase in unemployment (measured by claimant count) in East Lothian by 225% from October 2007 to November 2011. Whilst the unemployment rate in East Lothian remained below the Scottish and UK rates the increase in the level of unemployment in this period was greater than the average increases across Scotland and the UK.

The impact of the recession was felt most acutely in the level of youth unemployment and the long term unemployed in East Lothian. Whilst these remained below the Scottish and UK rates, the trend was running in the wrong direction and in late 2011 were increasing at faster rates.

A major challenge set out in the 2012-17 Council Plan was to reduce the long term unemployment count and in particular youth unemployment. Whilst national trends

have improved and levels of unemployment have come down across the UK and Scotland, the trends in East Lothian have improved faster.

The Scottish Index of Multiple Deprivation 2016 (SIMD 16) showed that between 2012 and 2016, the percentage of working age population counted as being 'employment derived' (claiming some form of unemployment related benefit) in East Lothian fell from 10.4% to 8.5% whilst the equivalent figures for Scotland fell from 12.8% to 11.3%

However, SIMD 16 also shows that levels of income deprivation in East Lothian (measured by the number of people on income related benefits) have not reduced at the same pace. The percentage of population counted as being 'income deprived' in East Lothian only fell from 10.6% in 2012 to 9.8% in 2016, compared to a slightly greater fall from 13.4% to 12.3% across Scotland.

Further research will be carried out into the causes and effects of the shift from unemployment to income deprivation, with particular consideration being given to the impact of 'In-work Poverty' - part-time work, zero hours, self-employed contracted labour.

The SIMD 16 data, which shows the persistently high levels of income related benefits in parts of East Lothian, does not show the full picture of the impact of the recession and changes to welfare benefits over the last six years.

The introduction of 'full service' (digital by default) Universal Credit in East Lothian in March 2016 has had a significant negative impact on claimants. The Council has had to deploy significant staff resources to support vulnerable people to submit their on-line claims and to advise Council house tenants about the rent payments due from their Universal Credit. The Council has seen an increase in rent arrears since the introduction of 'full service' Universal Credit along with increasing levels of Council Tax arrears.

East Lothian's economy will also be impacted by the decision to leave the EU. Key sectors of East Lothian's economy – farming, food and drink and tourism – and Edinburgh's financial and Higher Education sectors, which employ a significant proportion of East Lothian's population, could be negatively impacted by 'Brexit' through loss of EU subsidies, changes in trade agreements and negative changes in currency values.

The uncertainty caused by 'Brexit' is compounded by continuing uncertainty about whether a second Independence Referendum is to be held and the economic and financial implications of a possible decision for Scotland to leave the UK which could impact on East Lothian's economy.

Housing

East Lothian is growing, with 10,000 new homes to be built over the next 10 years. A chronic lack of affordable housing is a significant challenge for the Council. Comprehensive assessments published in 2011 and 2015 evidence the need for affordable housing increasing. High house prices continue to restrict those who can

access the private housing market, with house prices generally rising across East Lothian in recent years and a pick-up in market activity. House prices are higher in the east of East Lothian in part due to the greater level of affluence. The average house price to earnings ratio in East Lothian is 5.2 and ranges from 5.06 to 7.63. As elsewhere, access to mortgage finance has been challenging, particularly for first time buyers.

In March 2016, there were just under 11,000 'affordable homes' in East Lothian, about 24% of the total housing stock. The Council owns the majority of these homes – 8,629 homes (31 March 2016), with housing associations owning the balance. The affordable housing stock has been increasing due to significant investment in new social rented housing – over the past 5 years, 691 new affordable homes (325 council homes) have been (and are projected to be) delivered.

While the number of households on the Council's housing list has been falling, there are still 3,800 households on the list. The number of council homes available to let saw an increase over the past 5 years as a result of this new build activity and other policy interventions – typically between 500 and 600 lets per annum, however, this turnover has declined within the last 2 years to around 400 per year.

Due to significant investment in homeless prevention activity, homeless presentations have decreased from just under 1,200 in 2010/11, to around 700. Homeless prevention activity will continue to be developed, particularly in the areas of housing options and advice.

Despite the decrease in applications, around 600 households are consistently found to be homeless every year. There remains significant pressure, in particular, on temporary accommodation due to lack of sufficient supply of housing which means the length of time households have to wait before being able to access permanent accommodation is increasing. This is creating financial pressure for the Council's General Service budget which funds homelessness services. This pressure is particularly acute in the west of East Lothian with a dearth of supply of 1 bedroom properties.

Public Sector Reform and the Scottish Government's Programme for Government

The public sector in general and local government in particular is becoming increasingly complex. Public sector reform has never been higher up the public policy agenda. Whilst attempts have been made to simplify matters and create greater synergy between various public service providers (for example, through Community Planning) other policy imperatives push in the opposite direction.

East Lothian Council has embraced public sector reform over the last few years and has implemented major changes in governance around vital services. Most notably, East Lothian established a shadow Health & Social Care Partnership Board in advance of the legislative requirement. The Council has developed an innovative form of community engagement and empowerment through establishing Area Partnerships with significant funding to direct resources to local priorities. More recently the Council and the East Lothian Partnership have been managing the

transfer of responsibility for Community Justice from a regional board to the Community Planning Partnership.

There is also growing concern about increasing evidence of centralisation with decisions being taken at the Scottish Government level to meet national policy agendas rather than in the best interests of East Lothian. For example, the decision to close Haddington Sherriff Court against the advice and unanimous views of East Lothian Council; and the key planning decisions being overturned on appeal to the reporter resulting wind farm developments and housing developments in areas not zoned for housing in the Local Plan. Most recently the Scottish Minister went against the unanimous views of the Council and accepted the Scottish Local Government Boundary Commission's flawed and short-sighted recommendation to cut the number of elected members on East Lothian Council from 23 to 22.

The Council is also concerned about the Scottish Government's proposals for education – moving responsibilities away from local authorities to new regional bodies. This fragmentation of a core local public service flies in the face of the approach which is being developed to take a holistic (less silo'ed) approach to people and services and the generally accepted view that diverse services and factors impact on children's readiness to learn and achieve their best – health, housing, physical activities (sport, leisure, access to the countryside) culture and the arts all contribute to a child's well-being and readiness to learn.

The Community Empowerment (Scotland) Act 2015 has set a new set of duties and responsibilities on local authorities and Community Planning partners that could bring about significant change in the local government environment. Even before these changes have even been enacted the Scottish Government is planning to carry out a major a review of local government and to introduce a Local Government and Democracy Bill.

East Lothian Council does acknowledge and embrace the need for change if it will lead to improved outcomes and further our goals as we have demonstrated by our implementation of changes such as Health and Social Care integration, our support for partnership working and the vision and ambition set by the Council's Transformational Change Programme and Digital Strategy.

East Lothian has a proud tradition of standing on its own as an effective, well run, responsive and accountable local authority. Any proposal to radically reform local government in East Lothian has to be measured against the impact that change would have on its citizens and communities. A 'one size fits all' approach to reforming local government may not be in the best interests of East Lothian.

The Opportunities

The 2012-2017 Council Plan was underpinned by a commitment to five core principles which reflected the Council's commitment to the principles set out by the Christie Commission.

- Services built around people and communities
- Working together to achieve better outcomes

- Prioritising prevention and promoting equality
- Effective, efficient and excellent services
- Sustainability

The Council and its partners in the East Lothian Partnership have delivered the commitments made in the 2012-2017 Council Plan and the Partnership's Single Outcome Agreement 2013-2023. These achievements form a solid foundation on which the Draft Council Plan can be based.

Services built around people and communities

The Council has been committed to, and has developed, a range of ways in which it engages effectively with citizens, customers and communities in order to better develop services around the needs of people and communities. This has included support for community Councils, Tenants and Residents Associations and Parent Councils, establishing a Citizens Panel, and a range of community care forums. It has also successfully engaged with our communities in relation to school consultation associated with the proposed Local Development Plan and revised/new education policy such as the Parental Strategy, Accessibility Strategy and Play Strategy. .

The Council's approach to community engagement pre-dates the Community Empowerment (Scotland) Act 2015 which established new responsibilities and duties to empower local communities.

A key element of the Council's approach to community empowerment was the establishment of six Area Partnerships with the active involvement of representatives from Community Councils, Parent Councils Tenants and Residents Associations and other local community groups. The Area Partnerships have developed detailed Area Plans that set out the local priorities for improvements. The devolution of responsibility for almost £2m of funding to the Area Partnerships has allowed them to begin to address these priorities.

The Council has also established four Area Managers posts to support the Area Partnerships and act as a focus for developing a more structured area based approach to service delivery.

The Area Partnerships and Area Managers have established a solid foundation for further development of area based services and solutions to local issues.

Despite working with constrained budgets investment has been made in innovative services, that are focussed on meeting the needs of its citizens and communities and can form the basis for further service improvements in future years. These have included:

- East Lothian Works – a partnership (the Council working with Skills Development Scotland, Edinburgh College and third sector organisations) approach to delivering employability services aimed at increasing employment opportunities, which is delivering East Lothian's Young Workforce strategy

- Supporting the establishment of the innovative, award winning East Lothian Food and Drink Business Improvement District to provide a focus for support for this important and growing sector of East Lothian's economy
- Academies – an innovative partnership between the Council's Education service, Edinburgh College and Queen Margaret University which has created a suite of vocational academies providing be-spoke learning opportunities in subjects such as Tourism & Hospitality, Care and Technology and Construction
- The creation of the new communication provision at Meadowpark providing high-quality facilities and experiences for young people with additional needs
- ELSIE – the award winning 'Hospital in the Home' service delivered through integrated working between NHS and Council social care services to provide support for older people to stay in their homes rather than be admitted to or stay longer in hospital
- The delivery of a new waste collection service covering food waste, recycled paper, plastic and metals, green garden waste and household waste, which has resulted in a significant increase in the level of recycled waste from around 44% to well over 50%
- Integration of Customer Services and Libraries and the opening of the integrated Council Office and Library facilities at Bleachingfield (Dunbar) and George Johnstone Centre (Tranent).

Working together to achieve better outcomes

As is evidenced by some of the innovative services outlined above, partnership working has been integral to the Council's approach. The Council has taken the lead in developing the East Lothian Community Planning Partnership and the Partnership's Single Outcome Agreement. This relies on ever closer working between all the partners, based on positive relations between the Council and its key partners – Police Scotland, Scottish Fire and Rescue Service, NHS Lothian, Edinburgh College, Queen Margaret University, Community Councils and East Lothian Tenants and Residents Panel.

A key element of joint working in East Lothian has been the establishment of the Integration Joint Board (IJB) to provide the formal governance around the integration of social care and community health services within the Health and Social Care Partnership. The IJB has developed a Strategic Plan which forms the basis for joint funding from East Lothian Council and NHS Lothian to drive forward the integration of these services.

Partnership working has also been integral to the development of Integrated Children and Young People's Service Plan by the Children's Strategic Partnership.

In addition to the formal partnership working through the mechanisms of the East Lothian Partnership, the IJB and the Children's Strategic Partnership, the Council

has developed informal partnerships. For example, it has worked closely with Midlothian Council to explore and develop joint, shared and integrated services. Examples of this partnership working with our neighbouring local authority include, joint delivery of Public Protection services, East Lothian Council providing Midlothian Council's out-of-hours contact centre service, joint working around Health and Safety, and, Midlothian Council leading on the delivery of the Trading Standards service.

The Council also has been working with the Scottish Futures Trust and its delivery vehicle, South East Scotland HubCo to identify and make use of alternative sources of capital financing for housing and community facilities (e.g. the Gullane health and day centre and the new Wallyford Primary School).

Prioritising prevention and promoting equality

Early intervention and tackling inequalities are key priorities for East Lothian Council and the East Lothian (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 focuses on crisis intervention, to a model that concentrates on preventing failure at the earliest opportunity.

The shift in emphasis towards prevention and early intervention has been underway for some years. Many activities that can be described as 'prevention' or 'early intervention' are now core activities which are embedded in the way the Council and its partners work. Some key examples of this include:

- Shifting the balance of care for older people from hospitals and care homes to services such as ESLIE (see above) and telecare that allow people to remain in their homes
- Interventions such as diversionary activities for young people to reduce anti-social behaviour
- Programmes aimed at improving skills and employability to improve positive destinations for school leavers
- Delivery of 600 hours entitlement to free early learning and childcare and support for eligible 2 year olds
- Sports development, the Active Schools programme and active travel initiatives that support people to be more physically active
- Targeted home fire and home safety activity by the Scottish Fire and Rescue Service
- Introducing a new Integrated Impact Assessment to assess the equalities, socio economic and environmental impact of policies and processes
- Establishing a multi-agency Public Protection Unit which covers both East Lothian and Midlothian
- A new waste collection service that has increased household waste recycling to well over 50%, thereby reducing our use of landfill.

The Council and key partners including the NHS, Police Scotland and third sector organisations have collaborated in the Musselburgh Total Place Project which has culminated in the establishment of a new Family Focus Service which will use an

early intervention and prevention approach to working with the most vulnerable families in the Musselburgh East area.

Effective, efficient and excellent services

Resource maximisation, performance management, continuous improvement and customer excellence have been key elements of the Council's way of working over the last four years and have been crucial to allowing the Council to continue to deliver high quality services at a time of budget constraint – which can be summarised as 'delivering more for less'.

This has involved the successful implementation of a range of programmes or strategies to improve effectiveness, efficiency and excellent, including:

- Worksmart – flexible working, allowing staff to work in a more agile way thereby reducing overhead costs and increasing efficiency and allowing accommodation rationalisation which resulted in significant release of space for either sale or alternative use
- Buysmart and Procurement Improvement generating savings in the cost of procuring some goods and services such as photocopying services
- Efficient Workforce Management, including:
 - two phases of senior management re-structuring that reduced the number of senior managers in the Council by about one-third
 - service reviews which have contributed to a significant reduction in staffing costs whilst protecting services
 - prudent vacancy monitoring and more creative use of resources

The Council's external auditors, KPMG, commenting on the 2015/16 Annual Accounts in their Report to Members (September 2016), faced with financial challenges over the past few years the Council performed well ahead of budget and has maintained financial stability whilst reducing its reliance on the use of reserves. The auditors also commented that the Council has sound and well established governance arrangements that ensure effective scrutiny and challenge.

However, as the squeeze on public sector resources intensifies, the Council recognises that a focus on efficiency alone is no longer sufficient or sustainable and that, given the scale of the financial and demographic challenges ahead, more radical and sustainable solutions are required, focussed on transformational change.

Therefore, the Council has embarked on defined Transformation Programme, which currently includes the following key elements:

- Review of Council accommodation requirements and new ways of working including partnership arrangements
- Implementation of a Digital Strategy, the redevelopment of the Council's website and provision of on-line services. The main focus of this project to date has been the procurement of a new Council website (operational from

late summer 2017) that will be fully responsive and support the development of on-line services and payments.

- Exploiting opportunities for income generation. The main focus for this project has been consideration of options for reducing expenditure and raising income from energy such as exploiting renewable energy sources and developing a 'trading' arm.
- A programme of service redesign and options appraisal, which will take into consideration the potential to work in partnership with East Lothian voluntary organisations, businesses and social enterprises and use alternative service delivery models such as arms-length external organisations, trading companies, social enterprises and strategic partnerships with other local authorities.

The Council's Digital Strategy is fundamental to the Transformation Programme that the Council has embarked on, making services accessible to customers/ service users wherever they choose, whilst realising operational and cost efficiencies through improved and streamlined business processes.

In parallel to the redesign of services and business processes the Digital Strategy acknowledges the importance of ensuring that East Lothian residents and businesses have access to superfast broadband that will allow them to fully exploit opportunities presented by broadband such as providing access to the 'internet of things' such as telecare and telehealth services.

The Strategy also recognises that support to people who may be 'digitally excluded' is key to reducing poverty and inequality as if people are not supported, they will either no longer be able to access services or they will pay more for any service.

Sustainable and inclusive economic growth

Sustainable and inclusive economic growth is fundamental to achieving the Council's vision. The Council and the Sustainable Economy Partnership involving the Council, Scottish Enterprise, Skills Development Scotland, Edinburgh College, Queen Margaret University and representatives of the Chamber of Commerce and Federation of Small Businesses have been implementing the Economic Strategy 2012-2022.

The Strategy has two strategic goals, namely to increase the number of businesses with growth potential and to increase the proportion of residents working in and contributing to East Lothian's economy. The Strategy set out five objectives to enable delivery of these two goals:

- To be Scotland's leading coastal, leisure and food & 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 be the best place in Scotland to set up and grow a business
- To become Scotland's most sustainable local economy.

Whilst progress has been made with these objective, in particular the first three, it is recognised that further work still needs to be done to fully achieve the ambitious objectives and goals of the strategy.

Two major opportunities have been put in place by the Council to assist in the delivery of the Strategy through supporting sustainable and inclusive economic growth.

Local Development Plan

The proposed Local Development Plan (LDP) sets out a development strategy for the future of East Lothian to 2024 and beyond. The proposed LDP sets out where new developments should and should not occur, including housing, education, economic and retail development, new transport links and other infrastructure.

As well identifying sites to accommodate 10,000 new homes with their associated infrastructure the LDP also identifies sites for economic development with the aim of supporting sustainable economic development and business growth.

The LDP seeks to grow East Lothian's economy by encouraging employment generating development in town centres and on existing and proposed employment and business sites. Delivery of such development is key to securing sustainable and inclusive economic growth and job creation. The Plan takes a practical and flexible approach to support a wide range of appropriate economic development uses in sustainable locations, whilst safeguarding existing business uses.

City Region Deal

The Edinburgh and South East Scotland City Region (ESESCR) Deal aims to make a step change in economic growth across the region, through a wide-ranging programme of significant investment, alongside additional freedoms and powers devolved to a more local level.

In 2014, the Council agreed to contribute initial resources to support the development of an outline business case for a City Region Deal Infrastructure Fund, in partnership with the City of Edinburgh, Fife, Midlothian, Scottish Borders and West Lothian councils. Further resources were committed in April and May 2015 to enable a more detailed proposition to be developed. This was submitted to the UK and Scottish Governments in September 2015, with further, more detailed iterations in December 2015, April 2016 and November 2016.

Other partners involved in shaping the ESESCR Deal include universities and colleges, the private sector, the third sector and relevant public sector agencies. The ESESCR Deal is built upon accelerating the region's rate of economic performance with a twin focus on Innovation and Inclusion:

Innovation

Innovation proposals are shaped around four inter-connected Innovation Hubs, targeting opportunities in sectors where the region has particular strengths:

- Data Driven Innovation;

- Low carbon/Energy Resilience;
- Creative/Culture and Tourism; and
- One Health

Inclusion

Inclusive growth is at the core of the Deal. The partners want to ensure that the growth opportunities can be leveraged through scaled up investment in employer led skills and employability programmes, affordable housing (including targeting fuel poverty) in sustainable communities, public sector spend on infrastructure in targeted locations to accelerate private sector investment and ensure digital inclusion right across the region.

In addition, the Deal also includes proposals to accelerate the supply of affordable housing through innovative solutions to deliver enough new homes to meet demand and respond to the housing crisis facing the region. The Regional Housing Programme will enable the development of major strategic housing sites and the delivery of affordable housing across sites identified in strategic housing investment programmes: a revolving Housing Infrastructure Fund; Additional affordable housing grant funding; and a Regional Land and Property Commission with a start-up loan fund to enable site acquisitions between partners, with loans repayable post development.

3. The 2017-2022 Objectives and Actions

The Draft East Lothian Council Plan 2017-2022 continues the journey towards realising the Councils Vision by building on the ambition and achievements of the 2012-2017 Plan and addressing the challenges faced by, and maximising the opportunities provided to, the Council.

The key themes and objectives set out in the 2012-2017 Council Plan continue as the key themes and objectives of the new Draft Council Plan 2017-2022.

Growing our Economy – to increase sustainable and inclusive economic growth as the basis for a more prosperous East Lothian.

Growing our People – to give our children the best start in life and protect vulnerable and older people.

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 Capacity – to deliver excellent services as effectively and efficiently as possible within our limited resources.

Reducing inequalities within and across our communities continues to be the Draft Council Plan's overarching objective.

In order to meet these objectives the Draft Council Plan sets out strategic goals which will make the biggest impact in delivering these key themes and objectives.

- Reduce unemployment and improve the employability of East Lothian's workforce.
- Reduce the attainment gap and raise the attainment and achievement of our children and young people.
- Improve the life chances of the most vulnerable people in our society.
- Extend community engagement and decision making and increase community and individual resilience.
- Deliver transformational change and harness the opportunities that technology offers in the provision of services.

Reducing inequalities within and across our communities

Reducing inequalities within and across our communities is the overarching objective of both the Council Plan and the East Lothian Plan. Analysis of the Scottish Index of Multiple Deprivation (SIMD 16) shows that progress has been made towards meeting this objective over the last four years. Across most indicators used to create the index there has been a reduction in the highest levels of deprivation and a

consequent reduction in stark inequality between our most and least deprived communities. For example, SIMD 16 shows that the highest levels of employment and income deprivation fell from 27% and 35% in 2012 to 21% and 31% in 2016.

Despite these improvements it is still clear that both actual and relative levels of poverty and inequality are too high and that further work needs to be done to break the persistent cycle of poverty.

Therefore, in January 2016 the Council established the East Lothian Poverty Commission to examine poverty in East Lothian and to identify key actions that the Council and local organisations working in partnership could undertake to help people to move out of poverty or lessen its impact.

Key issues highlighted by the Commission included:

- the need to take a human rights approach to poverty summarised as ‘the right to dignity and a decent life’
- the changing face of poverty with the growth of ‘in work’ poverty due to relatively low wages, part-time and zero hour contracts
- the impact of welfare and benefit changes, including Universal Credit
- the need to counter the stigma of poverty and too foster an understanding of poverty at all levels of decision making
- the need for policy changes at both Scottish and UK Government levels.

The report of the Poverty Commission provides the basis for an action plan that the Council and East Lothian Partnership will follow to help achieve their overarching objective of reducing inequality in East Lothian.

Growing our Economy – to increase sustainable and inclusive economic growth as the basis for a more prosperous East Lothian

Strategic goals:

- Reduce unemployment and improve the employability of East Lothian’s workforce.

East Lothian Council remains committed to implementing the Economic Growth Strategy 2013-2023 as the basis for developing sustainable and inclusive economic growth as the basis for a more prosperous East Lothian.

The projected growth in population needs to be matched by growth in the local economy and local job opportunities to reduce unemployment. Local jobs reduce commuting and help retain income within the county, supporting local businesses and jobs and helping to sustain local communities.

Therefore the Council will continue to promote and pursue ambitious plans that encourage and support the creation of new jobs in East Lothian through the City Region Deal, the development of land for business growth as identified in the Local Development Plan, supporting the development of the business innovation park around Queen Margaret University, and continuing to build on the East Lothian

economy's existing strengths such as the tourism sector, innovative technologies and the food and drink sector.

The second strategic strand of this theme is to improve the employability of East Lothian's workforce; improving positive outcomes for school leavers and our young workforce but also ensuring that there is a match between the needs of local businesses and the skills and knowledge of the local workforce.

Improving the skills and knowledge of East Lothian's workforce, at the same time as new job opportunities are being developed will provide the best opportunity for reducing the impact of 'in-work poverty'.

Actions

- Maximise the opportunities presented by the City Region Deal particularly in relation to Innovation and Inclusion
- Review the Economic Development Strategy 2012-2022, and, if necessary, re-focus the strategy to build on the success of key sectors such as Food and Drink and tourism, take advantage of new opportunities and to mitigate the impact of economic uncertainty caused by the recession and constitutional changes
- Continue to engage pro-actively with local businesses and potential investors in East Lothian to identify how East Lothian can support existing businesses to grow and to attract and support new businesses, including through the use of the Council's purchasing power
- Maximise the use of land identified for business growth in the Local Development Plan and exploit opportunities for business growth from sites such as the former Cockenzie power station, Blindwells and the QMU business park
- Implement East Lothian's Young Workforce Strategy and Action Plan; maximising opportunities for young people through support for craft and modern apprenticeship opportunities and school work experience within the Council and in local businesses through the continued use of Community Benefit clauses in Council contracts
- Develop an East Lothian Workforce Plan in order to maximise the opportunities presented by the City Region Deal. This will assess and address the requirement to upskill our workforce to ensure we have the skills required to address skills shortages and meet the requirements of the digital economy and empower people to move out of 'in work poverty'
- Continue to work with the Scottish Government and the communications sector to support the faster roll out of superfast broadband and improvements in mobile communications across the county.

Growing our People – to give our children the best start in life and protect vulnerable and older people

Strategic goals:

- Reduce the attainment gap and raise the attainment and achievement of our children and young people.
- Improve the life chances of the most vulnerable people in our society.

The Council remains committed to giving our children and young people the best possible start in life. While attainment levels in our schools are mostly above the Scottish average we recognise that attainment and achievement levels could be higher, particularly among pupils from deprived areas and backgrounds. So reducing the attainment gap between the highest and lowest attaining pupils and raising the attainment and achievement of our children and young people is a key priority.

A new Integrated Children and Young People's Service Plan for 2016-2019 was adopted by the East Lothian Partnership and forms the basis for the Children's Strategic Partnership collectively to improve services and outcomes for children and young people.

The growth of our older population means that the Council could be faced with significant increases in the cost of providing care services. The Council remains committed to providing services that give everyone the opportunity to live fulfilling, healthy, active and independent lives. 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.

Health and Social Care integration to deliver quality services and outcomes in East Lothian is being fully implemented under the leadership of the Integration Joint Board. The Board's Strategic Plan sets out how integration will be implemented to improve joint working and resource allocation between health and social care, making it easier to address health needs holistically and to ensure that resources follow people's needs for social care services.

Housing has a key role to play in helping to deliver East Lothian Health and Social Care Partnership's Strategic Plan and close collaboration will be critical to design and deliver products and services to meet need arising from demographic change, particularly in relation to older people.

The Council and its partners in the new Community Justice Board which sits within the East Lothian Partnership has taken on duties and responsibilities in relation to community justice, which will focus on supporting offenders with the aim of reducing re-offending.

Actions

- Continue to implement the 2016-2019 Integrated Children and Young People's Service Plan and consult fully with stakeholders in reviewing and revising the Plan in 2019
- Continue to prioritise improving educational attainment and achievement and reducing the attainment gap at all stages, recognising the importance of supporting early intervention in improving pre-school children's readiness to learn. This will include using the Council's library service skills through the provision of focussed support in reading skills on pre-school children and more vulnerable children
- Work with the Scottish Government to enable provision of 1140 hours of early learning and childcare for all 3 and 4 year old children within the context of the Council's Early Learning and Childcare Strategy
- Meet stretching positive destinations and continue to develop the positive partnerships with Edinburgh College and Queen Margaret University to further develop the senior phase through creating a common school day/ timetable and the development of vocational pathways; develop plans for a digital school to be based within the new secondary school
- Work with other local authorities to develop common approaches to improve practice and share educational resources and facilities where possible
- Evaluate the new Family Focus Service established to deliver sustained improved life chances for the most vulnerable families in the Musselburgh East area; and, if successful, roll out the new service model on a phased basis across East Lothian's most deprived communities
- Take concerted action to tackle obesity in children through a multi-agency and multi-faceted approach, including improved diet and nutrition in early years, exercise and physical activity
- Implement the Integration Joint Board's revised Strategic Plan and develop fully integrated health and social care services which continue to shift the balance of care by developing community based options and maximising opportunities to live independently for as long as possible; continuing to develop services that aim to reduce hospital admissions and delayed discharge of older people; maximising the use of shared funding including the Integrated Care Fund to enable integrated health and care resources such as the proposed Prestonpans community hub to be developed
- Continue to develop a strategic approach to commissioning adult and children's services, including care at home services, to ensure both value for money and person centred services, piloting the Neighbourhood Networks model to encourage people with complex needs connect with community resources and people

- Develop technology enabled care and health services building on the successful service already provided through the Council's Contact Centre
- Prioritise actions to reduce mental ill-health in our community, in particular amongst young people, to tackle the challenges posed by Dementia and the social isolation of older people and other vulnerable groups
- Continue working with the Scottish Fire & Rescue Service and other partners to provide holistic, collaborative, early intervention services aimed at supporting vulnerable people from harm and risk in their homes
- Promote opportunities for Healthy Living throughout East Lothian by implementing the Physical Activity Strategy and maximising use of East Lothian's natural health service – the outdoors

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

Strategic goals:

- Extend community engagement and decision making and increase community and individual resilience.

The Council will make every effort to meet the need for affordable housing by maximising opportunities to increase the supply of affordable housing through the Local Development Plan.

The strong sense of community in every town and village is one of East Lothian's great strengths. The projected increase in population with significant housing developments being built across the county is an opportunity to strengthen and develop our communities. New settlements or significant additions to existing communities should be accompanied by good transport links and the community infrastructure that make thriving communities.

The establishment of six Area Partnerships based on existing multi ward boundaries has been key to the Council's approach to ensuring that communities have a real say in deciding priorities for their area; backed up with the devolution of funding that can be directed to meeting these local priorities.

We know that what matters most to communities is feeling safe, community wellbeing, a strong sense of pride in the neighbourhood and the power to influence decisions that count for the area.

So it is even more important that community engagement and empowerment through the Area Partnerships and other mechanisms such as Community Councils and Tenants and Residents Associations continues to be supported – giving people and communities a strong voice and a real say in how their communities develop. This builds on East Lothian's proud tradition of strong and resilient communities, cooperatives and community associations.

Actions

- Implement the East Lothian Local Housing Strategy 2017-2022 to increase the supply of affordable housing, as identified through the Local Development Plan, reduce homelessness and tackle fuel poverty
- Ensure that significant new housing developments have the community infrastructure they need including transport links, schools, access to local shops, and community facilities
- Complete and implement the Local Transport Strategy and explore further development of community transport initiatives, active travel and improvements to the rail infrastructure and rail services, including the opening of the new station at East Linton
- Continue to support the development of the six Area Partnerships with devolved funding to implement priorities identified in their Area Plans
- Review and revise the Council Consultation and Engagement Strategy and practices to ensure that it meets the highest standard of community engagement and consultation and its duties and responsibilities under the Community Empowerment (Scotland) Act 2015.
- Maximise the potential of East Lothian's already strong 'social capital' through supporting the volunteering ethos, strong community and neighbourhood cohesion and community assets base through supporting community capacity building, the development of community resilience and the celebration of diversity across all communities in East Lothian
- Fully support the delivery of the East Lothian Partnership's Joint Asset Strategy to maximise use of, and achieve best value from, existing resources and assets, supporting co-location of service providers and identifying assets that could be used for housing development or to support business growth
- Support the imaginative and flexible use of facilities such as libraries and schools and the community management of community facilities where appropriate
- Continue to support initiatives to address anti-social behaviour and reduce crime and the fear of crime through a multi-agency, proactive intervention approach
- Work closely with community planning partners to meet our commitment Climate Change targets, embedding sustainability principles into decision making and translating them into tangible actions will be necessary, including increasing waste recycling service provision to meet the 70% recycling target by 2025

Growing our Capacity – to deliver excellent services as effectively and efficiently as possible within our limited resources

Strategic goals:

- Deliver transformational change and harness the opportunities technology offers in the provision of services.

The Council will continue to grow its capacity to ensure it delivers excellent services as effectively and efficiently as possible. In order to deliver the ambitious agenda set out in this Plan the Council will continue to focus on its staff who must be capable, flexible, responsive, and performance focussed. The Council will adopt a new People Strategy building on improving the Council's performance through our people. In order to achieve the improvements sought the Council will continue to work in partnership with the trade unions representing Council staff. It will implement a new Workforce Development Plan to enhance the skills of its workforce.

The Council will continue to strive to maximise its resources and to introduce transformational change in the way it delivers services not only in order to meet ambitious savings targets but also to deliver high quality services in the digital age.

East Lothian Council cannot address the diverse needs of our population on its own. We recognise that due to limited resources, the changing demand for services and the increase in community and personal confidence to demand the right to participate in decision making we need to move away from the traditional model of the local authority always being the 'provider of first resort'.

The Council can no longer (if it ever could) do everything required or expected to meet the demand for public services. The development of person centred care services, self-directed support, community right to buy and the growth of community based and social enterprises are some examples of the changes in how services are provided and individuals and communities engage with their local authority.

Therefore, at the heart of this Draft Council Plan are the concepts that the Council and the people and communities of East Lothian can best deliver these solutions – 'working together for a better East Lothian' – and that the Council will deliver services differently using digital technology where possible. The Council will increasingly become:

- an enabling and empowering authority that works with its citizens and communities, the business and third sectors and other public sector partners to deliver the solutions that work best for East Lothian.
- a more entrepreneurial authority, developing new ways of ensuring services are provided in the most effective and efficient way possible;
- a 'digital' authority, fully embracing and exploiting opportunities to use technology to deliver services.

Actions

- Implement the Council's financial strategy to set balanced three-year budgets avoiding the use of reserves by the third year in order to maximise revenue funding and to invest in and fund an ambitious, appropriate capital programme
- Deliver the Council's Transformational Change Programme
- Deliver the Council's Digital Strategy
- Extend wifi provision across Town Centres and public building and explore options for providing of digital / internet access in all Council houses
- Implement a suite of Council policies and strategies which set out how the Council will maximise the efficient use of resources, including
 - The Improvement to Excellence Performance Management Framework
 - People Strategy and Workforce Development Plan
 - Asset Management Strategy
 - Procurement Strategy
 - Customer Service Excellence Strategy
- Improve attendance management of employees reducing the impact on services through implementation of new Managing Attendance policy and by promoting the Council's Health Working lives agenda
- Deliver a revised Equalities Plan 2017-2022
- Continue the programme of improving carbon management and contributing to reductions in CO2 emissions through energy conservation and installation of renewable energy such as PV / solar panels in council buildings, including Council housing stock and making use of new technologies such as Energy/ Battery storage
- Support and develop partnership working and explore further opportunities for partnership working and integration of services within the Community Planning Partnership and with other potential partners where this can be shown to improve outcomes for communities and people.

Appendix 1: Council Plan themes matched against the 2013-2023 East Lothian Plan / Single Outcome Agreement Outcomes

Council Plan Themes	SOA 2013-2023 East Lothian Outcomes
Growing Our Economy	1. We have a growing sustainable economy
	2. The cycle of poverty is broken
	3. We are able to adapt to climate change and reduced finite natural resources
Growing Our People	4. East Lothian's young people are successful learners, confident individuals, effective contributors and responsible citizens
	5. East Lothian's children have the best start in life and are ready to succeed
	6. In East Lothian we live healthier, more active and independent lives
Growing Our Communities	7. East Lothian is an even safer place
	8. East Lothian has high quality natural environments
	9. Everyone in East Lothian has access to quality, sustainable housing
	10. We have stronger, more resilient, supportive, influential and inclusive communities