

REPORT TO: East Lothian Council

MEETING DATE: 29 March 2022

BY: Chief Executive

SUBJECT: Outline of the 2022–2027 Council Plan

1 PURPOSE

- 1.1 To present the proposed outline of the 2022–2027 Council Plan for approval.

2 RECOMMENDATIONS

- 2.1 Council notes the update on progress with strategic goals, commitments and actions set out in the 2017–2022 Council Plan as detailed in Appendix 2.
- 2.2 Council notes the context, challenges and opportunities that will inform the development of the 2022–2027 Council Plan as outlined in this report (paragraphs 3.17–3.40).
- 2.3 Council approves the outline of the 2022 – 2027 Council Plan as set out in this report (paragraphs 3.41–3.50) and summarised in Appendix 1.
- 2.4 Council instructs the Chief Executive to present a final 2022–2027 Council Plan based on the outline presented in this report following the May 2022 local government elections for consideration by the new Council.

3 BACKGROUND

2017–2022 Council Plan

- 3.1 The Council adopted the 2017–2022 Council Plan in June 2017. The Plan was based on a Draft Plan that was approved by Council in February 2017.
- 3.2 The 2017–2022 Council Plan set out the vision of ***‘An even more prosperous, safe and sustainable East Lothian, with a dynamic and thriving economy, that enables our people and communities to flourish.’***

3.3 The Plan, which adopted one overarching objective, ***Reducing inequalities within and across our communities***, set out nine strategic goals around four thematic objectives:

➤ ***Growing our Economy***

- reducing unemployment
- improving the employability of East Lothian's workforce

➤ ***Growing our People***

- reducing the attainment gap
- raising the attainment and achievement of our children and young people
- improving the life chances of the most vulnerable in our society

➤ ***Growing our Communities***

- extending community engagement and decision making
- increasing community and individual resilience

➤ ***Growing our Capacity***

- delivering transformational change
- harnessing the opportunities technology offers in the provision of services.

3.4 The Plan established that the Council cannot address the challenges that East Lothian faces on its own. At the heart of the Plan is the concept that the Council and the people and communities of East Lothian can best deliver the required solutions by 'working together for a better East Lothian'. Therefore, it committed the council to 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.

3.5 The 2017-22 Council Plan and the previous Plan were underpinned by a commitment to the core principles set out by the Christie Commission into public sector reform¹:

➤ **Services built around people and communities** – citizens/ customers / community engagement

¹ Report on the Future Delivery of Public Services by the Commission chaired by Dr Campbell Christie; June 2011

- **Effective, efficient and excellent services** – resource maximisation, continuous improvement and customer excellence built around democratic accountability
- **Working together to achieve outcomes** – partnership working
- **Prioritising prevention and promoting equality** – early intervention to avoid crisis intervention
- **Sustainability** – economic, social and environmental resilience.

3.6 The Plan included around 75 commitments and actions that would contribute to achieving the objectives and strategic goals. The COVID-19 pandemic and associated lockdowns over the last two years have had a major impact on East Lothian and on the council and slowed down progress with some of the Council Plan commitments and actions. However, as can be seen from the update detailed in Appendix 2, much progress has been achieved in meeting the strategic goals, commitments and actions set out in the 2017-2022 Council Plan.

3.7 Various reports on the council's response to the pandemic have highlighted the many ways in which the council, council staff, our partners and East Lothian's communities have risen to the challenges posed by the pandemic. The Council's response to COVID-19 has been driven by the three **ELC** values – Enabling, Leading and Caring.

- **ENABLING** – recognising that the Council cannot do everything itself, we supported the vast voluntary effort that has risen up in all our communities.
- **LEADING** – the Council has led the response to the emergency in East Lothian. We ensured that critical services continued to be delivered and established, virtually overnight, critically important services to protect vulnerable children, older people and those most at risk from the virus.
- **CARING** – throughout the emergency the Council has put the needs of the vulnerable in our society and our communities at the heart of our response.

3.8 The Council's response to COVID-19 also has highlighted the importance and relevance of the staff behaviours which are set out in ***The East Lothian Way***.

3.9 **Working Together** – we collaborate with our partners, customers and colleagues to build strong and lasting relationships based on understanding, compassion, trust, integrity and mutual respect. For example, Council services worked very closely with Police Scotland in the enforcement of social distancing regulations and in managing the pressures caused by the influx of visitors to East Lothian's coast and countryside as lockdown eased.

3.10 **Customer Focused** – we put our customers at the heart of everything we do. For example, at the start of the pandemic a dedicated COVID-19 helpline was set up to provide a dedicated number for people requiring our support and/ or referral to community resilience groups. The council also set up dedicated COVID-19 webpages to provide key information, daily updates, guidance and

advice about the pandemic and how the council has been adapting its services to continue to provide the critical and emergency services that people rely on.

- 3.11 **Be the Best We Can Be** – staff take responsibility and use their initiative to deliver the highest quality of services as efficiently and effectively as possible. For example, social care and social work staff have been on the front line throughout the pandemic, delivering personal care to vulnerable individuals while maintaining relationships to help individuals, families and cared for young people to make positive changes. This was particularly challenging during lockdowns with limited home visits and face to face contact and instead relying on phone calls to maintain contact.
- 3.12 **Initiate and Embrace Change** – the Council and its staff embrace the need for change and initiate new ways of working. For example, many services had to adapt the way they operated to enable staff to continue to provide services whilst working from home. Around 1,000 council staff have adapted to working from home over since March 2020, providing services and maintaining contact with the public and service users on a virtual rather than face-to-face basis.
- 3.13 **Make Things Happen** – we plan and deliver our work effectively, making sure we understand needs and priorities. For example, staff who could not do their normal job as their services were ‘mothballed’ were redeployed into different roles to support the effort to deliver critical and new services such as Children’s Hubs, support for Shielded People and the assessment and approval of Business Grant applications. Throughout the pandemic the council has continued its transformation programme, one feature of which was the development and launch of the new Online Customer Portal.

The Recovery and Renewal Plan

- 3.14 In October 2021 the Council adopted the Recovery and Renewal Plan to prepare East Lothian to recover from the COVID-19 pandemic, embracing the opportunity to ‘build back better and ensure we maximise the opportunity for a sustainable and green recovery’. It is based around six principles:
- Outcome focused
 - Person-centred
 - Empowering and collaborative
 - Agile and flexible
 - Robust, place-based, data-driven and evidence-based
 - Ensuring the voice of children and young people are at the heart of our work.
- 3.15 The Recovery and Renewal Plan sets out eight Key Priority Areas:
- Support our communities to tackle inequality and social exclusion
 - Respond to the climate and ecological emergency

- Support business and employment and promote inclusive economic growth
 - Help our children and young people achieve their potential
 - Deliver improved connectivity and digital innovation to ensure the most effective use of our resources
 - Maintain and develop resilient and sustainable services
 - Develop our people and future ways of working
 - Invest in regeneration and a sustainable future.
- 3.16 The Recovery and Renewal Plan's principles and priorities align closely with the key themes and priorities of the current Council Plan and the East Lothian Plan (East Lothian Community Planning Partnership's Local Outcome Improvement Plan).

The Context for the 2022-2027 Council Plan

- 3.17 The COVID-19 pandemic forms the backdrop for the 2022-2027 Council Plan. The strategic assessment of the demography, economy, health and other quality of life measures and data which will inform the new Council Plan will be heavily influenced by the impact of the pandemic. However, the main challenges which formed the context of the 2017-2022 Council Plan have not changed, are still relevant and will need to be addressed by the Council Plan alongside new challenges.
- 3.18 **Financial constraints** – as detailed in the Financial Strategy 2022/23 – 2026/27² the Council continues to operate in a very uncertain and extremely challenging financial environment. The financial implications and consequences arising from COVID remains very live with the economic impact likely to be felt for the foreseeable future. Alongside this a range of other factors will continue to impact on the council's financial position, including: the continuing political and economic uncertainty surrounding future public sector funding; the UK's exit from the European Union; rising inflation which will drive up costs and possibly wages; and, most recently the war in Ukraine which is creating even more financial uncertainty and contributing to rising fuel and other costs.
- 3.19 All these factors and uncertainties, aligned to increasing demand for services (see below) means that it is inevitable the Council will need to find new ways of ensuring that it can balance sustainable delivery of an increased demand for vital services to the public against a backdrop of reducing real levels of government grant support.
- 3.20 **Demographic changes** – East Lothian continues to be one of the fastest growing local authority areas in Scotland, with the population projected to grow by about 1% a year over the next 20 years. Significant growth is projected across all age groups but particularly among children and older people – the

² Financial Update Report, including Financial & Capital Strategy; East Lothian Council 14th December 2021

age groups which rely most heavily on council services – education and social care.

- 3.21 ***Striving for sustainable economic growth while dealing with the economic impact of the pandemic*** – whilst it is too soon to forecast the medium term economic implications of the pandemic, the UK's exit from the European Union and the war in Ukraine the immediate impacts have been extremely damaging. Unemployment doubled in the first three months of the first COVID lockdown and although it has fallen since then it remains at a higher level than before. The rises food and fuel prices that started in late 2021 have resulted in the high levels of inflation which could persist for some time and could potentially slow down the return to economic growth that should have followed the return to 'economic normality' following the pandemic.
- 3.22 As with the 2017-2022 Council Plan, sustainable and inclusive economic growth will be fundamental to achieving the Council's vision. The Council and the Connected Economy Group involving the Council, Scottish Enterprise, Skills Development Scotland, DWP, Visit Scotland, Edinburgh College, Queen Margaret University and representatives of the Chamber of Commerce and Federation of Small Businesses have been implementing the Economic Development Strategy and co-ordinating the response to the economic impact of the pandemic.
- 3.23 The Strategy has two strategic goals; 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 – and five objectives. Whilst progress has been made with these objective, 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 – City Region Deal and the Local Development Plan.
- 3.24 The new world of work which has been an unintended consequence of the pandemic – more office based staff in the county moving to working from home, in full or in part, and in so doing, accessing their local economy more, reducing travelling and improving job density – is a potential opportunity. Also we need to harness some of the opportunities of more digital and agile working in certain sectors that the pandemic has brought about, encouraging more active and sustainable travel and help tackle the climate emergency. The new Council Plan will reflect the importance of maximising the potential from these opportunities.
- 3.25 ***Housing*** – a secure, good quality, comfortable affordable home is the foundation to a balanced life. Housing is therefore fundamental to cross cutting agendas such as health, education, social care prevention, deprivation, regeneration, economic development and place-making. The Covid-19 pandemic not only highlighted the importance of home in all of these aspects, but also showed the fragility of the housing system with a rise in house prices and private sectors rents, demand continuing to outstrip supply of affordable homes and persistently high levels of homelessness. Despite the delivery of almost 600 affordable housing units in four years and the provision of around

2,500 in the Local Development Plan, need and demand pressures mean that in relative terms there remains a shortage of affordable homes.

- 3.26 However, getting housing ‘right’ isn’t just about the bricks and mortar or about developing high numbers of good quality affordable homes. It is much more than that. It’s about supporting place-making to ensure new housebuilding fosters good community relations and promotes positive health impacts. It’s about improving existing stock to reduce carbon emissions and tackle fuel poverty, and it’s also about ensuring that households are supported to thrive in their homes, regardless of disability or limitations they might face.
- 3.27 **Public Sector Reform and the Scottish Government’s programme for Government** – whilst the pandemic has slowed down progress with the long awaited Review of Local Governance, the Scottish Government is intent on progressing with the creation of a National Care Service. The Scottish Government’s proposals as set out in its August 2021 consultation document would result in the largest reorganisation of local government services since 1996 and would have major implications not just for social care and social work services but potentially for all council services.
- 3.28 **Climate Change** – East Lothian Council’s Climate Change Strategy 2020-2025 was approved in January 2020. The Council has committed to adapt to climate change and make all council services ‘net zero’ as soon as reasonably practicable or in any case by 2045. Progress has been made by the council over recent years and in 2021, despite the challenges of the pandemic, and the rapid growth in population and housing in East Lothian, the council managed to reduce its emissions in 2020/21 by 6.4% compared to the previous year.
- 3.29 However, as COP 26 made evident countries and local authorities need to be more ambitious and focus even more strongly on delivering their net zero targets. Moving forward, the council needs to review whether our progress with reducing our carbon footprint should be relative to the county’s growth and whether a corresponding relative benchmark is more appropriate, to take account of the significant increases in the council’s schools estate, and in the context of our ongoing asset review programme and opportunities around decarbonisation of energy sources. Embedding climate change mitigation and adaptation across all that the council does will need to be a key part of the next Council Plan.
- 3.30 **Poverty and Inequality** – Reducing inequalities in and across our communities was the overarching objective of the 2017-2022 Council Plan. The council adopted the 2017-2019 Poverty Plan based on the recommendations of the East Lothian Poverty Commission as the basis for actions to tackle poverty in East Lothian. The Council’s Equality Plan 2018-2022 set out its plan to reduce inequality. Whilst significant progress was made in fulfilling both plans and most actions were either completed or on schedule to be completed the two years of COVID pandemic lockdown has had a major detrimental impact on our economy and society. As noted in the Scottish Government’s COVID Recovery Strategy ((October 2021):

‘It is clear that the impact of the pandemic has not been felt evenly. It has both highlighted the inequalities in our society and made them

worse. Those who were already the most disadvantaged have suffered disproportionately. They have been more likely to get seriously ill, more likely to be hospitalised, and sadly more likely to die from COVID. They have also been the hardest hit socially, educationally and economically, by the restrictions that were brought in to control the spread of the virus.'

- 3.31 The Council adopted a new Poverty Plan 2021–2023 and a new Equality Plan 2021–2025 in late 2021. These plans set out the ambitions and actions that the council and its partners will need to fulfil over the next few years to achieve its goal of reducing inequalities in the face of the growing challenges posed by growing levels of poverty and inequality.
- 3.32 As with the challenges faced by the Council the opportunities that will form the context for the next Council Plan are heavily influenced by the pandemic. Throughout the last two years the 'light at the end of the pandemic tunnel' has been that we should embrace the opportunity to 'build back better', build on the positives such as the growth of community resilience and maximise the opportunity for a sustainable and green economic recovery. As we continue to recover from the pandemic and deliver the Recovery and Renewal Plan it will be important to build on the positive experiences of the last two years, learn the lessons about how we can do things differently and better and in particular capture the innovation and agility that enabled the council and our communities to respond quickly and effectively to the pressures we faced.
- 3.33 The Council Plan does not sit alone but is part of a suite of strategies and plans which focus on achieving the vision for East Lothian. The Plan will reflect the ambitions of, and be complementary to, other strategies and plans, including:
- The East Lothian Plan (our Local Outcome Improvement Plan)
 - The Council's Financial Strategy
 - The Economic Development Strategy
 - Local Housing Strategy
 - Climate Change Strategy
 - Local Development Plan
 - Children and Young People's Service Plan
 - IJB Strategic Plan
 - East Lothian Council Workforce Plan
 - The East Lothian Poverty Plan
 - East Lothian Council Equality Plan
 - Youth Strategy
 - Community Learning and Development Plan
 - Local Transport Strategy.
- 3.34 Most of these plans require partnership working. Therefore the council will continue to develop its strong and positive working relationship with all its partners engaged through the East Lothian Partnership and other partnership forums including NHS Lothian, Police Scotland, Scottish Fire and Rescue Service, Scottish Enterprise, QMU, Edinburgh College, Volunteer Centre East Lothian, community and third sector groups and business associations.

3.35 The 2022–2027 Council Plan will also take account of new national priorities and initiatives that have been developed over the last few years, including commitments to:

- Incorporation of the United National Convention on the Rights of the Child into law
- The Promise – implementing the recommendations of the Independent Care Review to shift policy, practice and culture to **#KeepThePromise** to care experienced infants, children, young people, adults and their families that every child grows up loved, safe and respected, able to realise their full potential
- Trauma Informed Practice – recognising the prevalence of trauma such as Adverse Childhood Experiences, and its impact on the emotional, psychological and social wellbeing of people
- Equally Safe – the strategy to eradicate violence against women and girls.

3.36 Ensuring these commitments are embedded into council policies and practices and in the behaviours of all our staff will be an essential element of the council's focus on being customer focused: developing and delivering person centred services based on understanding, compassion, and respect.

3.37 The council has a strong commitment to effective engagement with residents, including children and young people and service users in developing policies and services. The new Plan will be informed and influenced by the views of East Lothian residents and service users.

3.38 The bi-annual Residents Survey carried out on behalf of the Council and the East Lothian Partnership provides an important source of information about residents' views about priorities and services which will inform the Plan. The latest East Lothian Residents' Survey that was carried out in late 2021 asked respondents to select their top three priorities for recovery after the COVID pandemic. The overall top five priorities (% of respondents placing the option as their top, 2nd or 3rd priority) were:

- | | |
|--|-----|
| • Support business, employment and economic growth | 52% |
| • Reduce inequality and poverty | 39% |
| • Tackle climate change | 35% |
| • Help our children and young people achieve their educational and attainment aims | 33% |
| • Reduce health inequalities and support people to live healthier, more active and independent lives | 28% |

3.39 A consultation of children and young people carried out in 2020 to inform the development of the 2020–2023 East Lothian Children and Young People's Plan found overwhelming support for the Plan's three priorities:

- We need to focus on improving children and young people’s mental health and wellbeing in East Lothian so that our children and young people are able to cope with what’s going on in their lives (97.5% agreed)
- We need to focus on increasing support to parents and families so that families can get the right kind of help when they need it (92.8% agreed)
- We need to reduce inequality for children and young people so that they have the same chances everyone has to get the most out of their lives (91.2% agreed)

3.40 The priorities of the general public and of children and young people as evidenced by these two surveys will be reflected in the priorities established by the 2022 – 2027 Council Plan.

Outline of the 2022–2027 Council Plan

3.41 It is proposed that the 2022–2027 should be based on the current Council Plan and the Recovery and Renewal Plan. The impact that the COVID-19 pandemic has had on health, society and the economy, the importance of ensuring personal and community resilience in the face of these and other challenges and the growing urgency given to the need to tackle the Climate Emergency, means that the East Lothian vision is even more relevant now. Therefore it is proposed that the new Council Plan should be based on the existing vision:

‘An even more prosperous, safe and sustainable East Lothian, with a dynamic and thriving economy, that enables our people and communities to flourish’.

3.42 The Plan should have three overarching objectives which run through and should be reflected in all the Council Plan priorities. These are based on the existing Council Plan overarching objective and Recovery and Renewal Plan priorities:

- ✚ Recovery and Renewal and Invest in regeneration and a sustainable future
- ✚ Reduce poverty and support our communities to tackle inequality and social exclusion
- ✚ Respond to the climate and ecological emergency and meet our net zero climate change targets.

3.43 It is proposed that the 2022–2027 Council Plan should be based on the existing Council Plan and the East Lothian Plan themes:

- ✚ ***Grow our Economy/ Prosperous*** – Increase sustainable and inclusive economic growth as the basis for a more prosperous East Lothian.
- ✚ ***Grow our People / Fair*** – Give our children the best start in life and protect vulnerable and older people

- ✚ **Grow our Communities/ Community Minded** – Give people a real say in the decisions that matter most and provide communities with the infrastructure and environment that will allow them to flourish
- ✚ **Growing our Capacity** – Deliver excellent services as effectively and efficiently as possible within our limited resources

3.44 The existing Council Plan’s strategic goals which map into the four themes are still relevant and should be carried forward into the 2022–2027 Council Plan along with the Recovery and Renewal Plan’s key priorities. The priorities for the new Council Plan should be:

- ✚ Reduce unemployment, support business and promote inclusive economic growth
- ✚ Improve the employability of East Lothian’s workforce and develop our people and future ways of working
- ✚ Reduce the attainment gap, raise the attainment and achievement of our children and young people and help our children and young people achieve their potential
- ✚ Improve the life chances of the most vulnerable in our society
- ✚ Extend community engagement and decision making
- ✚ Increase community and individual resilience and maintain and develop resilient and sustainable services
- ✚ Deliver transformational change
- ✚ Deliver improved connectivity and digital innovation to ensure the most effective use of our resources and the provision of services.

3.45 The overarching objectives, themes and priorities detailed above are what the council plans to do to achieve the vision. The final version of the Council Plan will include detailed commitments and actions that will support the delivery and achievement of these objectives and priorities.

3.46 The next three paragraphs outline the values, aspirations, principles and behaviours the council and its staff will follow and pursue in trying to achieve the vision.

3.47 The existing Council Values – Enabling, Leading and Caring – should continue to be the values that underpin the new Council Plan.

3.48 As with the current Council Plan, the new 2022–2027 Council Plan will be based on the concept that the Council and the people and communities of East Lothian can best meet the challenges we face by ‘working together for a better East Lothian’. Therefore, the aspirations for the kind of council we want to be should continue to be:

- ✚ ***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.

3.49 The principles and behaviours that guide how the council and its staff operate will be based on the public sector principles, East Lothian Way behaviours and the principles set out in the Recovery and Renewal Plan:

- ✚ Working together
- ✚ Customer focused, person centred, prioritising prevention, early intervention and equality
- ✚ Be the best we can be to deliver effective, efficient and excellent services
- ✚ We initiate and embrace change and are empowering, agile and flexible
- ✚ Make things happen
- ✚ Outcome focused

3.50 The outline of the 2022–2027 Council Plan is provided in a two page summary in Appendix 1. The first page shows how the objectives and priorities are aligned to help the council achieve the vision for East Lothian. The second page sets out the values, council aspirations and the principles and behaviours that will guide how the council and its staff will operate.

4 POLICY IMPLICATIONS

4.1 The outline of the Council Plan 2022-2027 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 INTEGRATED IMPACT ASSESSMENT

5.1 This report is not applicable to the well-being of equalities groups. A full Integrated Impact Assessment will be carried out to support preparation of the final version of the 2022–2027 Council Plan.

6 RESOURCE IMPLICATIONS

- 6.1 Financial – no direct financial implications associated with the recommendations made in this report.
- 6.2 Personnel – no direct implications on staffing associated with this report's recommendations.
- 6.3 Other – none.

7 BACKGROUND PAPERS

- 7.1 Appendix 1: Outline of 2022–2027 Council Plan on Two Pages
- 7.2 Appendix 2: 2017–2022 Council Plan Monitoring Report (February 2022)
- 7.3 2017-2022 Council Plan
- 7.4 COVID-19 Recovery and Renewal Plan

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Appendix 1: OUTLINE OF 2022-2027 COUNCIL PLAN ON TWO PAGES

<p>VISION</p> <p><i>An even more prosperous, safe and sustainable East Lothian, with a dynamic and thriving economy, that enables our people and communities to flourish.</i></p>
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<p>OVERARCHING OBJECTIVES</p> <p>These objectives run through and should be reflected in all the Council Plan priorities</p>			
<p>Recovery and Renewal and invest in regeneration and a sustainable future</p>	<p>Reduce inequalities and support our communities to tackle inequality and social exclusion</p>	<p>Respond to the climate and ecological emergency and meet our net zero climate change targets</p>	
<p>THEMATIC OBJECTIVES</p> <p>These are the broad objectives for the Council Plan</p>			
<p>Grow our Economy (Prosperous)</p> <p>Increase sustainable and inclusive economic growth as the basis for a more prosperous East Lothian</p>	<p>Grow our People (Fair)</p> <p>Give our children the best start in life and protect vulnerable and older people</p>	<p>Grow our Communities (Community Minded)</p> <p>Give people a real say in the decisions that matter most and provide communities with the infrastructure and environment that will allow them to flourish</p>	<p>Grow our Capacity</p> <p>Deliver excellent services as effectively and efficiently as possible within our limited resources</p>
<p>PRIORITIES</p> <p>The actions which will be prioritised to achieve the objectives</p>			
<p>Reduce unemployment, support business and promote inclusive economic growth</p>	<p>Reduce the attainment gap, raise the attainment and achievement of our children and young people and help our children and young people achieve their potential</p>	<p>Extend community engagement and decision making</p>	<p>Deliver transformational change</p>
<p>Improve the employability of East Lothian's workforce and develop our people and future ways of working</p>	<p>Improve the life chances of the most vulnerable in our society</p>	<p>Increase community and individual resilience and maintain and develop resilient and sustainable services</p>	<p>Deliver improved connectivity and digital innovation to ensure the most effective use of our resources and the provision of services</p>

VISION

An even more prosperous, safe and sustainable East Lothian, with a dynamic and thriving economy, that enables our people and communities to flourish.

COUNCIL VALUES

ENABLING

LEADING

CARING

COUNCIL ASPIRATIONS / VISION OF THE COUNCIL WE WANT TO BE

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

PRINCIPLES & BEHAVIOURS THAT GUIDE HOW THE COUNCIL AND ITS STAFF OPERATE

Working together

We work with our partners, customers and colleagues to build strong and lasting relationships based on common understanding, trust and mutual respect; and support for the economic, social and environmental resilience of our communities

Customer focused, person centred, prioritising prevention, early intervention and equality

We put our customers and citizens, including children and young people at the heart of everything we do. We have a person centred approach based on respect, compassion and understanding and prioritising prevention, early intervention and equality

Be the best we can be to deliver effective, efficient and excellent services

Resource maximisation, continuous improvement and customer excellence built around democratic accountability. Staff take responsibility and use their initiative to deliver the highest quality of services as efficiently and effectively as possible

We initiate and embrace change and are empowering, agile & flexible

The Council and its staff embrace the need for change and initiate new ways of working

Make things happen

We plan and deliver our work effectively, making sure we meet the needs and priorities of our citizens and communities

Outcome focused

Our decisions are robust, place-based, data-driven, and evidence-based to deliver the best outcomes

Appendix 2: 2017–2022 COUNCIL PLAN MONITORING REPORT (February 2022)

Reducing Inequalities (RI)

	Commitment/ Action	Update (February 2022)
RI1	Implement the Council recommendations in the Poverty Commission Action Plan	<p>The recommendations from the Poverty Commission report were turned into the Poverty Action Plan 2017-2019 and also incorporated into the Child Poverty Action Plan. Reviews of both plans, carried out in 2021 showed that almost all recommendations and actions had been completed and progress had been made on the other actions.</p> <p>A new East Lothian Poverty Plan 2021-2023 was adopted by the Council and East Lothian Partnership in October 2021.</p>
RI2	Support and develop breakfast, after-school and summer lunch clubs in schools	<p>Additional funding (£30,000) was included in the 2019/20 budget to provide lunch clubs for vulnerable families and children over holiday periods. During the last two years Scottish Government COVID funding has provided Free School Meals for children during summer, Christmas, Easter and half-term holidays.</p> <p>In addition, wide ranging programmes of activities have been provided during holidays. There has been a focus on the implementation of free activity for anyone in receipt of a free school meal and also identifying vulnerable young people and organising bespoke opportunities and activities aiming to address inequalities. The council has delivered the 'Get into Summer' programme, funded by Scottish Government providing free and subsidised activity such as free swimming for children and young people.</p>
RI3	Work with Capital Credit Union to promote the benefits of credit unions and make the service more accessible to local residents	Capital Credit Union was supported to provide a new service to East Lothian residents based at Aldhammer House, Prestonpans. This service moved to the Brunton Hall in early 2020.
RI4	Invest in the provision of advice services	Following a review of the contract and specification for advice services (income maximisation, benefits advice, money advice and generalist advice) carried out in 2019 a new three year contract worth over £1m (with possibility of a two year

		<p>extension) was awarded to the East Lothian Advice Consortium (Musselburgh CAB and Haddington CAB). The new contract commenced in April 2020.</p> <p>The council's Welfare Rights Service was transferred into the Revenues service and is now part of a new Financial Inclusion Service.</p>
RI5	Implement the 2017-2021 Equality Plan	<p>Good progress was made in implementing the 2017-2021 Equalities Plan.</p> <p>However, there has been an equality dimension to the COVID-19 pandemic, with women, disabled people and minority ethnic communities particularly affected. Children and young people have had their education disrupted, businesses have closed down, many people have lost jobs and many more people and families have been affected by and are living in poverty.</p> <p>The Equality Pan was revised in 2021 and a new Equality Plan 2021-2025 adopted by Cabinet in November 2021 with 38 new actions under seven outcomes.</p> <p>This Plan takes account of legislative and other developments that have come into force since the previous Plan was adopted including the Fairer Scotland Duty, under Part 1 of the Equality Act 2010, which came into force in Scotland in April 2018.</p>

Growing our Economy

Goals 1 & 2	Reduce unemployment and improve the employability of East Lothian's workforce	<p>Unemployment (number of people claiming Universal Credit seeking work) in East Lothian rose from 1,705 in May 2017 to a high of 1,950 in February 2019 before falling to 1,720 in March 2020. However, following the first COVID lockdown in March 2020 unemployment more than doubled in two months to 3,680 by May 2020. It fell only slightly during the remainder of 2020 and was at 3,480 in February 2021. By January 2022 unemployment had fallen to 2,130, although this is still about 25% higher than at the start of the pandemic.</p> <p>East Lothian Works is a 'one stop shop' to support local businesses providing The East Lothian Employer Offer - free and impartial help for local businesses.</p>
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		<ul style="list-style-type: none"> • training, upskilling and reskilling • funding to support recruitment opportunities for young people and adults with barriers to employment • support with recruitment and vacancies • redundancy support through the Scottish Government's PACE initiative. <p>In the development of City Region Deal business cases for East Lothian projects, consideration is being given to job creation, supply chain, skills development and training, as well as apprenticeship schemes, where appropriate. This could include links to the City Deal's Integrated Regional Employability and Skills programme.</p> <p>See P5 below for further details on actions around employability</p>
E1	Implement, review and refresh the Economic Development Strategy	<p>The implementation of the Economic Development Strategy remains core to all activity and despite the COVID-19 pandemic the Economic Development Service has been able to continue to progress the Plan's strategic workstreams, with a focus on business support and resilience.</p> <p>Significant resources have been diverted into continued support to mitigate the impact of COVID-19 on businesses, the self-employed, and workers. In addition to the delivery of COVID relief funding new workstreams were established to ensure a 2-way flow of information between the Council, its strategic partners, and local businesses to increase our responsiveness and help plan for recovery. Our focus is now on supporting recovery and ensuring ongoing resilience and sustainability within the local economy.</p> <p>East Lothian's Economic Development Strategy 2012-2022, which was refreshed at the end of 2018 is due for renewal from 2022. Baseline research was started during 2021 and the process of reviewing and renewing the overall strategy will commence this year.</p> <p>A Regional Prosperity Framework has been developed for South East Scotland in the context of the Edinburgh and South East Scotland City Region Deal. This reflects the movement towards regional collaborative working on economic development matters between the UK Government, the Scottish Government, local authorities and wider</p>

		<p>stakeholders. The Framework sets out a 20 year regional vision for sustainable and inclusive economic growth. Nine 'Big Moves' are identified, including ambitions for the Innovation Hub and Edinburgh Innovation Park at Craighall, a new town at Blindwells and employment at the former Cockenzie Power Station site; and, the need to consider the future of other strategic sites such as Torness Nuclear Power Station.</p>
E2	<p>Maximise the opportunities presented by the City Region Deal, particularly in relation to Innovation and Inclusion, and supporting new jobs and growth at the QMU Innovation Park</p>	<p>Work in this area is progressing with a number of key milestones of note:</p> <ul style="list-style-type: none"> • June 2021 – Innovation Hub Full Business Case approved unlocking £30 million of funding from the City Region Deal. The Innovation Hub is a state-of-the-art facility for the food and drink sector in Scotland that will drive company growth, helping existing and new businesses access a global market for healthy food. • October 2021 - Junction contract awarded to approve accessibility to the Innovation Hub and the Innovation Park. • February 2022 – Joint Venture structure approved to deliver the Food and Drink Innovation Hub and the Innovation Park
E3	<p>Support the growth of East Lothian's economy, boosting the economic performance of the county, building on the success of key sectors, taking advantage of new opportunities and mitigating the impact of economic uncertainty caused by the recession and constitutional change</p>	<p>COVID-19, BREXIT, the Climate Emergency, access to finance, labour shortages, and resource cost rises all continue to impact business sustainability and growth. By continuing to engage with key businesses and sectors the Economic Development Service is supporting increased resilience. Innovative programmes and projects, including. East Lothian Investment Ltd. loans, the East Lothian Gift Card, the Food and Drink Business Improvement District (BID), and the new visitor management app, are leading examples of support for business nationally.</p> <p>In future, our strategic projects at the Innovation Hub and Park, and at the Climate Evolution Zone including at Blindwells and Cockenzie, will be key to supporting existing and attracting new key sectors.</p>
E4	<p>Maximise the use of land identified for business growth in the Local Development Plan</p>	<p>A review of employment, commercial, retail and visitor accommodation requirements has been commissioned to make recommendations in relation to the future use of land across East Lothian and at our strategic sites, including the Edinburgh Innovation Hub/Park, at Cockenzie and Blindwells. This study will be taken account of in the review of the current local development plan's employment land supply and when developing project proposals for the strategic sites. Proposals for the development of</p>

		the wider economic land supply will seek to ensure delivery of employment generating uses and local job creation.
E5	Work with Visit Scotland and local partners to implement the Tourism Action Plan and increase investment in local tourism and support for major events that increase tourist footfall across the county, maximising benefit from our proximity to Edinburgh	<p>The Tourism Action Plan was implemented and a new Plan prepared in 2019. The Plan was due to be adopted early in 2020 however was shelved as the result of the Covid-19 pandemic. It was replaced by a specific 'Tourism Action Card' which was produced in partnership with industry and VisitScotland as part of the overall Economic Development Recovery plan.</p> <p>Additional funding via the Covid Business Recovery Fund enabled one off support for the sector in 2021. Major golf events continue to receive investment. The established brand Visit East Lothian, Edinburgh's Coast and Countryside clearly links East Lothian to the city and there are close links between the regions.</p>
E6	Actively support the future of Torness Power Station	Torness Nuclear Power Station continues to operate and can continue to do so under its current licence 2030, although this date may be revised in the future. The future use of this site will take account of the need to decommission the nuclear facility as well as the unique assets of the site and surrounding area, including access to deep water and national grid connections. In the wider area there are other industrial / employment sites and activities that may feature in consideration of future plans, including in terms of further opportunities for enterprise and job creation.
E6	Continue to support the county's farmers, rural enterprises and fishing communities through the food and drink and other initiatives and funding programmes	<p>A rural economy reference group was established as a sub-group of the East Lothian Partnership's Connected Economy Group in 2020 to better engage with rural sector and businesses through the pandemic.</p> <p>The Food and Drink Business Improvement District (BID) successfully went through its first re-ballot process, guaranteeing the organisation's future for a further 5 years.</p>
E8	Continue to engage pro-actively with local businesses, particularly SMEs, and potential investors in East Lothian to identify how we can support existing businesses to grow and to attract and support new businesses	Core business engagement continues to be delivered via the Business Gateway Service, which includes start-up and growth support as well as onward signposting and connections with key national agencies. Our response to COVID-19 has facilitated increasingly close contact with our business base and a deeper understanding of their needs and aspirations.

		<p>The East Lothian Employer Offer provides free and impartial help for local businesses. East Lothian Works is a 'one stop shop' to support all local businesses from staffing to skills development, training, upskilling and reskilling, funding to support recruitment opportunities for young people and adults with barriers to employment, support with recruitment and vacancies and redundancy support.</p>
E9	<p>Continue to work with the community to ensure their voice is heard in developing and delivering the Cockenzie Power Station masterplan</p>	<p>The Community Leader's Forum was established to provide briefings on strategic matters in relation to the development of the former Cockenzie Power Station site, Blindwells New Settlement and the wider Climate Evolution Zone and associated infrastructure and projects. These Community Leader's Briefings will take place regularly and offer information and scope for discussion around this major area of change.</p>
E10	<p>Continue to work with partners and local employers to implement East Lothian's Young Workforce Strategy and Action Plan; maximising opportunities for young people through support for craft and modern apprenticeships, and school work experience within the Council and in local businesses; and, through the continued use of Community Benefit clauses in Council contracts</p>	<p>East Lothian Works continues to maximise the opportunities for young people by utilising Scottish Government funding, particularly Young Person's Guarantee for those aged 16-24 and the implementation of our Workforce for the Future Strategy. We have funded Kickstart places both internal and external to the Council, as Paid Work Experience placements (DWP national programme) alongside our own Paid Work Experience programme for non-DWP claimants and provided significant funding to local businesses in the form of Employer Recruitment Incentives.</p> <p>Work experience for school pupils has been impacted by Covid-19; however, some online opportunities have been facilitated including our Foundation Apprenticeship programme.</p> <p>East Lothian Works provides support in Community Benefits through Procurement; engaging with and supporting businesses/ suppliers to ensure the added value to their contracts is realised with employability opportunities for young people and adults, e.g. Foundation and Modern Apprenticeships and work experience placements.</p>
E11	<p>Develop an East Lothian Workforce Plan in order to maximise the opportunities presented by the City Region Deal; assessing the requirement to upskill our</p>	<p>East Lothian Works is developing a digital skills pathway for East Lothian residents. This includes IT with integrated literacies, Connecting Scotland partnership to deliver digital devices and new Data Science qualifications, in partnership with Edinburgh College. A range of upskilling and reskilling courses are in development to enhance the opportunities being created via Scottish Government's Parental Employability</p>

	workforce to ensure we have the skills required to address skills shortages	Support Fund, supporting parents return to work or move out of in-work poverty and offering opportunities in sectors with skills shortages such as Health & Social Care and in the longer term, opportunities in the green jobs sector.
E12	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, including the most rural parts of the county	We continue to engage with the Scottish Government, UK Government, and the key infrastructure providers to support roll-out of current and future plans. However, work in the area has been impacted by the pandemic as physical works and roll-out slowed, and focus was required on direct business support. Plans are being put in place to increase our understanding of the situation with regards connecting speeds, local 'not-spots' and the potential for future increases in speeds and capacity (fixed line and mobile) to aid businesses and communities.
E13	Invest in town centre regeneration and work with Area Partnerships in supporting business associations in each town and ensuring that Area Plans incorporate and support Town Centre and local economic development strategies	<p>The Economic Development Service continues to deliver Town Centre regeneration projects by securing external capital investment (Historic Environment Scotland / Lottery / Sustrans) and managing Scottish Government allocations of funding, e.g. the Town centre Fund. Successful schemes and projects have been delivered in Haddington and Tranent; works are ongoing in Cockenzie and Prestonpans; and, a new scheme will launch this year in Dunbar. Regenerative projects have focused on bringing empty town centre properties back into use as well as improving levels of physical repair, attractiveness, and quality of advertising.</p> <p>Ongoing support is provided to Area Partnerships to help plan and deliver local projects.</p>
E14	Continue to back initiatives that support High Street retailers and increase footfall through the County, including: 'Shop Local' promotional activity to encourage residents to shop locally; Shop Watch schemes; and, taking what action we can to ensure empty shops are filled quickly	<p>The pandemic meant that increased support was required by East Lothian's high street businesses and additional financial support was allocated by the council and from Scotland's Towns Partnership to promote local schemes. The council initiated its 'Stay safe, support local' campaign and invested in the East Lothian Gift Card to help capture local spend.</p> <p>Analysis of spending patterns during the pandemic by the Financial Times ranked East Lothian as first in the UK for switch to local spend.</p>
E15	Look for opportunities to expand car parking in town centres and continue to	Decriminalised parking enforcement was introduced in January 2017.

	support implementation of decriminalised parking enforcement	The Local Transport Strategy sets out the process for reviewing car parking and parking enforcement across County.
E16	Continue to work with the voluntary sector to create and develop local social enterprises	Continued support is provided through the Business gateway Service for new businesses, including social enterprises. There is room to grow this area of provision and to focus on truly enterprising initiatives.

Growing our People

Goals 3 & 4	Reduce the attainment gap & Raise the attainment and achievement of our children and young people	See P1, P2 and P3 below
Goal 5	Improve the life chances of the most vulnerable people in our society	<p>Initiatives to improve the life chances vulnerable children have included:</p> <ul style="list-style-type: none"> • establishing a major Transformation of Services to Children project • implementing the Prevent and Return project to return young people from external placements to East Lothian where appropriate to do so and prevent young being accommodated outside the local authority • Children’s Services redesign – whole system review and redesign of the children’s social work service to address the findings of the above work and the Promise • Foster Care recruitment campaign • review and updating of kincare policy including strengthening the arrangements for assessment and support of kincarers and kincare placements. <p>Initiatives to improve the life chances adults and older people with care needs have included:</p> <ul style="list-style-type: none"> • ensuring that services meet the needs of adults and older people with care needs during the pandemic through flexible and innovative approaches to delivery • making significant progress in developing the Community Transformation Programme, focusing on community-based day service for adults with complex needs. Work will develop new service models for over 65s and under 65s based on

		<p>engagement with service users, communities, provider organisations and other stakeholders</p> <ul style="list-style-type: none"> • supporting commissioned providers of social care services, with HSCP staff maintaining close working relationships with providers and providing support as required. In relation to care homes, an expanded Care Home Team has been developed which now covers all East Lothian care homes.
P1	<p>Ensure that the additional funding provided by the Pupil Equity Fund is used effectively and efficiently as possible to drive improvements in attainment and reduce the attainment gap in line with the priorities established by the East Lothian Poverty Commission</p>	<p>Planning and evaluation guidance has been provided to schools to ensure clarity around the expectations, planning and measurement of the impact of Pupil Equity Fund (PEF). Quality Improvement Officers and Education Scotland Attainment Advisor have worked with senior leaders in schools to improve data analysis to better inform planning and targeted support to close the poverty related attainment gap.</p> <p>The poverty related attainment gap has been identified as a key barrier to attainment within the Raising Attainment Strategy and a cross-sector working group is leading this strategic improvement priority. All schools have a raising attainment priority within their school improvement plans and the allocation of PEF is included with a clearly planned focus and measurable targets for improvement.</p> <p>Attainment meetings with individual schools have a key focus on equity and how PEF interventions are supporting positive outcomes for individuals and groups of young people. We are beginning to see positive outcomes reported through interventions such as speech and language as a universal and targeted strategy at the early stages of primary.</p>
P2	<p>Ensure the secondary school curriculum meets the needs of young people</p>	<p>The Education service is engaging with Education Scotland and Secondary Head Teachers to review the Curriculum and explore opportunities to further enhance the individual offer to young people.</p> <p>The Technologies Curriculum was reviewed in 2019 to identify opportunities to raise attainment through new industry led City Region Deal initiatives, such as Design Engineer Construct (DEC). Ross High School and Musselburgh Grammar School are included in the pilot phase. All schools aligned their curricula with the Edinburgh College entry points of Engineering, DEC and Skilled Trades. Additional resources were supplied to schools to help them to deliver these modern qualifications.</p>

		<p>A 'Common School Day' and timetable structure is operational across all six secondary schools. This common structure gives school leaders greater scope for collaboration, vocational qualifications, Digital Learning, sharing of resources and greater equity with regards to qualifications. As we move out of COVID19, School Reviews and Validated Self-Evaluation activity will recommence.</p>
P3	<p>Recognise the importance of supporting early intervention in improving pre-school children's readiness to learn</p>	<p>The raising Attainment Strategy continues to drive our raising attainment activity. Progress has been made in terms of data directed discussions with Head Teachers at Associated School Group meetings. Sharing of a variety of data at Associated School Group level and comparison of trends over time has resulted in greater awareness and shared understanding of the barriers to attainment for learners across East Lothian schools. Stemming from this Strategy work a working group has been established to take forward a Literacy Strategy in session 2021-22.</p> <p>Use of the Early Learning and Childcare Quality Assurance Guidance, along with schools' use of the Quality Indicator Toolkit, have ensured a continued focus on evaluated outcomes leading to informed improvements in most schools. Curricular transitions form part of the Raising Attainment Strategy with a focus on P7 to S1 transition and progression into third and fourth levels of Broad General Education.</p> <p>The Early Learning and Childcare transition project has strengthened transition arrangements at early level. Schools have developed innovative ways to strengthen the transition experience of pupils as a result of recent COVID restrictions; for example, such as virtual 'meet the teacher' sessions, online video tours of secondary schools, and the use of Google Classroom for P7-S1 transition activities.</p>
P4	<p>Work with the Scottish Government to enable provision of 1140 hours of early learning and childcare for all 3 and 4 year old children, by continuing to support the provision of suitable childcare and early years facilities</p>	<p>The Education Service is rolling out its strategy to deliver the commitment to provide 1140 hours of early learning and childcare for all three and four year olds and eligible two year olds in a flexible and accessible way. This includes:</p> <ul style="list-style-type: none"> • promoting and supporting 1140 hours for two year olds, through discussion with colleagues in Social Work and Health • evaluating the impact, availability, flexibility and use of 1140 hours through consultation with parents, making alterations to models if practical

		<ul style="list-style-type: none"> • expanding the number of funded providers through individual and group discussion, thereby supporting smaller settings and providing parents with additional choice • considering ways in which spare capacity in nurseries during the traditional holiday periods can be used to support to the most vulnerable children and families • working with pupils in Secondary Schools to provide work experience and opportunities via the Tots & Teens programme.
P5	Meet stretching positive destinations targets and continue to develop the positive partnerships with Edinburgh College and Queen Margaret University and the business sector to further develop the senior phase and provide vocational opportunities through creating a common school day/ timetable	<p>At January 2022, our Participation Measure for 16-19 year olds (the statistic which records positive destinations three years after the school leave date) was 92.5%; above the Scottish average of 90.4%. This placed East Lothian as 7th out of 32 local authorities.</p> <p>East Lothian Works has developed the 'Workforce for the Future Strategy', utilising external Young Person's Guarantee funding, in order to support young people and adults to access the highest quality of employability support, work based learning opportunities and jobs. Since the end of 2021, £550,000 of funding has been committed, supporting departments to commence 10 Modern Apprenticeships, with a further 16 opportunities, including Paid Work Experience, Graduate Internships and Traineeships, in the pipeline.</p> <p>East Lothian Works is implementing the 'Employability+' programme which has been created to address the recommendations from the 'Decreasing the Disability Participation Gap' 2018 report, by ENABLE Scotland.</p> <p>In partnership with Edinburgh College, East Lothian Works promotes the 'Introduction to College' programme, providing supported certificated qualifications for pupils with Additional Support Needs to help them make a successful transition and continue on this pathway post school. 18 East Lothian pupils are currently enrolled. The New Leavers Programme delivered to senior phase pupils enhances employability skills and boosts qualification portfolios. A wide range of certificated level 4 and level 5 courses are delivered in collaboration with external partners and training providers in courses such as Construction Skills, Customer Service, and Early Years and Childcare.</p>
P6	Work with other local authorities to develop common approaches to improve	The Education service and schools are actively involved in regional and national collaborative networks. For example:

	practice and share educational resources and facilities where possible (Regional Collaboration)	<ul style="list-style-type: none"> • three Associate Schools Groups are developing common approaches in the teaching, moderation and assessment of writing at Transition stage from P6/7 - S1/S2 • two primary schools are participating in the South East Improvement Collaborative (SEIC) 'Storyline' project to develop and promote pupil engagement and motivation to raise attainment in Literacy through Inter-disciplinary Learning • six schools are participating in the SEIC Digital Schools Connector Programme and practitioners from all sectors are attending Pedagogy Pioneer events.
P7	Commitment of £97m in Capital Programme for school infrastructure including a new secondary school in Wallyford and new primary schools in Letham Mains, Wallyford and Craighall and extensions or upgrades at local secondary and primary schools to accommodate the growth in population	<p>The five-year Capital Programme includes £137m for investment in the school estate. Recent and current major projects include:</p> <ul style="list-style-type: none"> • the new Wallyford Learning Campus is under construction, on programme and anticipated to open in June 2022 • design plans for Blindwells and Craighall Primary Schools are progressing • consultation on a proposal to build a new East Linton Primary School is underway • Letham Mains Primary School is completed and fully operational • Phase 1 completion of refurbishment of Musselburgh Grammar School toilets was completed in January 2022 • expansion of North Berwick High School is under construction • work has commenced on extensions to Pinkie St Peters, St Gabriel's RC and West Barns Primary Schools • expansion of Ross High School is under construction • plans for the new Whitecraig Primary School have been completed and signed off.
P8	Ensure that none of our small rural schools are threatened with closure.	<p>No schools have been closed in East Lothian.</p> <p>A Learning Estate Review is underway, The Learning Estate Strategy is being developed and a Learning Estate Improvement Plan will be published.</p>
P9	Continue to implement the Children and Young People's Service Plan 2017-2020	<p>The new Children's Services Plan 2020-23 was adopted in 2020 with three priorities:</p> <ul style="list-style-type: none"> • To improve children and young people's mental health and Wellbeing

	and to consult fully with stakeholders in reviewing and revising the Plan in 2020	<ul style="list-style-type: none"> • To support parents, carers and families to be more resilient • To reduce inequalities for our young people within and between our communities <p>The East Lothian Champions Board provides young people with care experience a platform to have their voice heard.</p> <p>Family Led Information Point (FLIP) is a forum for parents and carers who have a child/relative with additional support needs. Parents and carers share their views on a wide range of services including education, health, sports and leisure.</p>
P10	Evaluate the Musselburgh East Family Focus Service; and, if successful, roll out the service model across East Lothian's most deprived communities	<p>The Musselburgh East Family Focus Service was established as the Our Families project in 2020. It is a partnership project to test an early intervention model that combines family support; income maximisation and employability</p> <p>Significant work is being carried out to review the family support offer across services as part of the Transforming Service for Children project.</p>
P11	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	<p>Tackling obesity in children is one of the workstreams within the reducing inequalities for our young people priority in the Children's Plan. Work in this area has included:</p> <ul style="list-style-type: none"> • scoping actions to reduce childhood obesity with stakeholder consultation linked to the Childhood Healthy Weight Project- East Lothian • all Health Visitors have appropriate equipment to ensure weights are taken at appropriate pathway visits • Active Schools East Lothian, in conjunction with SportScotland, continue to offer school aged children opportunities to adopt active, healthy lifestyle through developing extra-curricular physical activity and sport before, during and after school and in the wider community • increasing awareness of statutory guidance supporting the implementation of the Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020 is in place across all ELC schools, including nurseries.
P12	Continue to develop a strategic approach to commissioning adult and children's services, including care at home services,	<p>The Health & Social Care Partnership (HSCP) Commissioning Team monitors and evaluates delivery of outcomes. The Community Review Team and the Care Home Assessment and Review Team, work closely with providers to monitor and evaluate</p>

	to ensure person centred services and value for money	outcomes. The Community Transformation Programme has recommended developing commissioning modes that maximise the outcomes for individuals and communities and support partnership development. Examples of this are Public Social Partnerships, 'light touch' Commissioning and Alliance Contracting.
P13	Continue commitment to implementing the Integration Joint Board's Strategic Plan and developing fully integrated health and social care services that give everyone the opportunity to live fulfilling, healthy, active and independent lives and protect, improve and expand care facilities for older people in East Lothian	<p>In December 2018, East Lothian IJB approved the commencement of work for <i>'Reprovision of Belhaven and Edington Hospitals and Eskgreen and Abbey Care Homes'</i>. Stakeholder engagement and other development work took place during 2019 but was halted by the onset of the pandemic in Spring 2020. An East Lothian Community Hospitals and Care Homes Change Board was established in June 2021 to recommence the work. The Board is revisiting the original objectives of the re-provisioning project in the light of new challenges brought by Covid and other factors.</p> <p>Services have continued to deliver in line with the principles and priorities in the East Lothian IJB Strategic Plan 2019-22, although progress in redesign has slowed up in some service areas due to the impact of the Covid pandemic. In light of COVID, the 2019-2022 Strategic Plan was extended to apply until September 2022.</p> <p>Over the past two years, Older People's Day Centres have developed blended models of care, offering both centre based and outreach support.</p>
P14	Continue to develop services that aim to reduce hospital admissions and delayed discharge of older people	<p>The HSCP continues to maintain its position as one of the top performing areas in Scotland in relation to delayed discharges. This is achieved through a range of key services working collaboratively and applying integrated approaches to ensure that patients do not remain in hospital longer than clinically necessary. This approach also helps to prevent unnecessary admissions.</p> <p>A recent development, aimed at further strengthening collaboration, has been to bring together teams (including the Care Home, Technology Enabled Care, Hospital at Home, Hospital to Home, and the Rehabilitation Teams) under a single overseeing body, the Integrated Care and Assessment Team, to avoid and reduce admission, to accelerate discharge, to assist in rehabilitation and to maintain and enhance patient and client independence.</p>

P15	Collaborate with the IJB to design and deliver products and services to meet the rising demand and need for housing for older people	<p>The Older People's Needs Assessment and Review of Sheltered Housing both require updating due to changes in policy direction from the Scottish Government and to reflect learning from the pandemic. The updated versions will form part of Strategic Needs Housing Specialist Provision which will inform the Local Housing Strategy 2023-28.</p> <p>East Lothian Council purchased the former Herdmanflat Hospital site in 2020. An initial feasibility study has been completed to assess the site's viability for housing for older people. This will be progressed to Masterplan stage during 2022/23.</p>
P16	Continue to develop technology enabled care and health services, building on the successful service already provided through the Council's Contact Centre	Wellwynd Hub 'smart house' offers a base for staff training and awareness raising re the use of TEC and telecare solutions, as well as running TEC clinics. A second 'smart house' is being developed in Dunbar. Work is underway to further develop use of a digital platform (ABLE) to provide online TEC information and advice, along with a virtual 'smart house' (to be launched in March 2022).
P17	Prioritise actions to reduce mental ill-health in our community, in particular amongst young people	<p>Improving children and young people's mental health and wellbeing is one of the priorities for the new Children's Services Plan and the Children's Strategic Partnership. Areas of service development include:</p> <ul style="list-style-type: none"> • School Counselling Service • Mental Health and Wellbeing Youth Work team • Community mental health and wellbeing support service • Mental Health and Wellbeing Performance Framework • East Lothian has been chosen by the Scottish Government as a test site for the development of a pathway for neuro-diverse assessment. <p>A review of East Lothian adult mental health services is currently underway. The introduction of the CWIC (Care When it Counts) Mental Health Service in spring 2020 has significantly improved access to mental health support in primary care for adults with mild to moderate mental health issues.</p>
P18	Prioritise actions to tackle the challenges posed by Dementia and the social isolation of older people and other vulnerable groups	Services for older people and people with dementia are now under the Community Transformation programme and a dementia strategy is in development for publication in 2022. Funding is secured to establish a new 'Meeting Centre' approach in 2022/23 for people with dementia and their carers. An improvement and expansion plan is in place

		for the Post Diagnostic Dementia Link Workers. Older people's day centres are linked into this development work.
P19	Promote opportunities for Healthy Living throughout East Lothian by implementing the Physical Activity Plan	The East Lothian Partnership Physical Activity plan (2019-23) has focussed on seven key areas. Key successes to date, include the creation of new and improvement of existing active travel routes, increased number and quality of opportunities in and out of schools and a focus on targeting and addressing inequalities for those less likely to be physically active.
P20	Support the implementation of the East Lothian Community Justice Outcome Improvement Plan 2017-2020	<p>The East Lothian Community Justice Outcome Improvement Plan 2017-2020 (CJ LOIP) was implemented during that timeframe. The improvement actions detailed were either met in full, or reviewed/ refined for development by one of the three workstreams or for inclusion in the 2021-24 LOIP.</p> <p>The CJ LOIP 2017-2020 was superseded by the 'East Lothian Community Justice Transitional Local Outcome Improvement Plan 2020-21'. This was designed to allow time to implement the recommendations from the 'Community Justice Supported Self Evaluation & Validation' process, supported by the Care Inspectorate.</p> <p>The CJ LOIP for 2021-24 was adopted in June 2021.</p>

Growing our Communities

Goal 6	Extend community engagement and decision making	<p>The council is fully committed to extending community engagement and decision making. It has continued to support the development of the six Area Partnerships with devolved funding to implement priorities identified in their Area Plans, delivering community participation on local spending priorities, including, where appropriate, participatory budgeting events.</p> <p>The six Area Partnerships are now well embedded and recognised as key local community planning forums. Area Plans have been adopted by each of the Partnerships following stakeholder and community engagement. The Plans are being reviewed to reflect the impact of the pandemic on communities and wellbeing.</p>
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		<p>Since 2017 Area Partnerships and Community Councils have had responsibility for over £10m of devolved funding and the Council is close to meeting the commitment to devolve 1% of its annual revenue budget to mainstream participatory budgeting.</p> <p>Participatory Budgeting initiatives were piloted in several of the Partnerships but further exercises were paused during COVID as focus shifted to supporting community reliance efforts.</p> <p>The council has a 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. The Strategy will be reviewed in 2022.</p>
Goal 7	Increase community and individual resilience	<p>The council continues to provide the maximum possible support to Community Councils, Area Partnerships and other community bodies and continues to support community and individual resilience.</p> <p>The new Connected Communities service was launched in 2020, with six new locality based teams to work with, support and advise community partners including Area Partnerships, Community Councils, community groups and 3rd sector organisations. Connected Communities staff work with Community Centre Management Committees to help build capacity – community resilience.</p> <p>Scottish Government COVID relief funding was distributed via Area Partnerships to support local resilience efforts in communities during lockdown in 2020 and 2021. This support was targeted at people who were shielding during the lockdowns or were otherwise vulnerable and at risk.</p> <p>Connected Communities staff led co-ordination of community resilience Hubs during lockdown and worked closely with community groups across the county to support community resilience and local efforts to support vulnerable people and address social isolation.</p>

Co1	Implement the East Lothian Housing Strategy 2017-2022 and make every effort to meet the demand for affordable housing affordable homes	In January 2022, Cabinet approved the development of the next Local Housing Strategy, and noted the progress that had been made to date to deliver the actions set out in the 2018-23 LHS, despite the significant challenges of the pandemic. Since 2018/19, a total of 587 units of affordable housing have been delivered in East Lothian. The Local Housing Strategy for 2023-28, which will be developed over the next year will take account of significant Scottish Government policy developments, such as Housing to 2040.
Co2	Ensure that significant new housing developments have the community infrastructure they need including transport links, schools, access to local shops, and community facilities	Work is ongoing to secure necessary infrastructure arising from new housing developments. Legal agreements are used to secure developer contributions towards necessary interventions, and where possible the Planning Service negotiates improvements to housing layouts to ensure improved access links, open space and other infrastructure.
Co3	Oppose excessively high levels of housing being forced upon the county by national planning frameworks and the next South East of Scotland Structure Plan	The Planning Service has worked hard to ensure that the Council has an effective housing land supply through the Local Development Plan. The Council has submitted a response to the Scottish Government on minimum housing numbers for East Lothian, and our position has been generally reflected in draft National Planning Framework 4.
Co4	Ensure that planning decisions are sympathetic to the natural and built environment of East Lothian in order to protect and enhance our unique and beautiful landscape and settlements	The Planning Service consistently seeks to ensure that approved developments are sympathetic to the sensitive urban and rural landscapes of East Lothian. Our position on this has been backed in recent appeal decisions by Scottish Ministers, who decided to refuse housing development proposals at Goshen Farm, Musselburgh and at Castleton Farm, North Berwick.
Co5	Continue to support the implementation of the Council's planning guidance on the siting of wind turbines	The Planning Service continue to consistently apply both relevant development plan policies and our spatial framework for onshore windfarm development in our assessment of all proposals for wind turbines.
Co6	Implement the East Lothian Transport Strategy	The Local Transport Strategy was approved by council in 2018. However, work on implementing the strategy was affected by the pandemic and priority was given to the development of the Spaces for People programme.

Co7	Explore further development of better and more effective public transport and active travel initiatives	<p>Work to improve public and support active travel initiatives has included:</p> <ul style="list-style-type: none"> • working with local bus providers to continue improving the local bus network including express services between Port Seton, Prestonpans, Longniddry and Edinburgh • supporting and lobbying for the opening of the new rail station at East Linton; the development of Dunbar Station; and, the expansion of the station car parks at Drem, Longniddry and Dunbar • expanding the number of bike parking places • working with Community Councils and Area Partnerships to promote 'park and strides' around schools.
Co8	Fulfil Capital Programme commitment to invest £27m over the next five years on road maintenance and improvement; £1.3m on parking improvements; and £2.3m on coastal erosion and flood protection	<p>Investment on the road network has met the estimated target of £27m over 5 years. Parking improvements have been delivered, for example at Foresters in Tranent, Coastal works have been undertaken at Dunbar, Prestonpans and North Berwick.</p> <p>Consultation is taking place on the options for the Musselburgh Flood protection scheme that is currently estimated at £40m.</p>
Co9	Extend the number of local charging points for electric vehicles	<p>The council has been one of few councils who have received Government funding for on-street charging points for four consecutive years and recently secured the largest single grant award. In January 2022, there were 118.6 electric vehicle charging devices per 100,000 pop in East Lothian, the third highest rate in Scotland.</p>
Co10	Develop a Sustainable Energy and Climate Action Plan and work closely with partners to meet our commitment to Climate Change targets, embedding sustainability principles into decision making and translating them into tangible actions, protecting and enhancing open spaces and habitats	<p>In August 2019 East Lothian Council declared a climate emergency. Shortly after, in January 2020, Cabinet approved the Council's Climate Change Strategy (2020-2025) to accelerate action and reach carbon net zero as soon as reasonably practicable or in any case by 2045. The Strategy and its Action Plan are reviewed annually by Cabinet to note the progress made across Council Service Areas to improving energy efficiency, adapting to climate change, supporting sustainable transport, tackling the climate emergency and reaching net zero by 2045.</p> <p>The council works across all service areas, external partners and community groups to meet the commitments set out in the Climate Change Strategy. The Climate Change Planning and Monitoring Group (CCPMG) oversees the progress of delivering</p>

		<p>actions set out in the Strategy. The group ensures that sustainable principles are embedded into the Council's decision-making and that actions are being taken to progress delivery towards net zero.</p> <p>To further embed action, share experiences and make progress on mitigating and adapting to climate change, the Council is represented in key national groups such as the Sustainable Scotland Network and Adaptation Scotland's Benchmarking Working Group. These groups allow us to form partnerships where we can exchange knowledge and learn from both mistakes and best practices to reach our climate change targets.</p> <p>Community groups will play a central role in making East Lothian into a carbon neutral county. The Council works with Area Partnerships to embed climate change and sustainability in local Area Plan. Council representatives are also in regular contact with community climate action groups such as Sustaining Dunbar, Climate Action East Linton and Sustaining Musselburgh to ensure joint action towards protecting and enhancing East Lothian as a vibrant, green and net zero place.</p>
Co11	<p>Maximise the potential of East Lothian's already strong 'social capital' through supporting the volunteering ethos; strong community and neighbourhood cohesion and community asset base; community capacity building; the imaginative and flexible use of, and community access to, facilities such as libraries and schools; and, where appropriate the community management of community facilities; the development of community resilience; and, the celebration of diversity across all communities in East Lothian</p>	<p>The council has developed a strong partnership with East Lothian's Third Sector Interface – Volunteer Centre East Lothian (VCEL). VCEL is a key partner in the East Lothian Partnership and its strategic partnerships</p> <p>Community Council elections were held in October 2021 and an extensive induction programme was held for new members. The council continues to support Community Councils through funding for administration and the Local Priorities fund.</p> <p>The One Council Partnership Fund is used to provide grants / financial support for volunteering and community groups.</p> <p>The Connected Communities service provides a Capacity Building community training programme.</p> <p>The council has continued to support and promote community management of community facilities, most recently Prestonpans Town Hall and Gullane Rec Hall.</p>

Co12	Review the use of Common Good Funds and assets to ensure they are aligned with community and Council priorities and are used for the maximum benefit of the community they serve	<p>A consultation regarding use of Common Good Assets was undertaken and closed in October 2021. However, due to constraints on resourcing it has not been possible to finalise the Common Good list.</p> <p>A review of the role of Common Good Committees and the role of officers in support of Common Good is also to be undertaken.</p>
Co13	Continue to support initiatives to reduce crime and the fear of crime through a multi-agency, proactive intervention approach and taking a zero-tolerance approach to anti-social behaviour, including excessive noise	<p>Incidences of Anti-Social Behaviour had been falling prior to the COVID pandemic but have risen over the last two years.</p> <p>The council works closely with Police Scotland to address Anti-Social Behaviour and respond to incidences and local concerns through establishing short-life Problem Solving Partnerships.</p> <p>The Anti-Social Behaviour Strategy is being reviewed and revised to take account of recent experiences and heightened public concern.</p> <p>An additional £136,000 has been included in 2022/23 budget to support initiatives to reduce Anti-Social Behaviour.</p>
Co14	Increase waste recycling service provision to meet the 70% recycling target by 2025:	<p>The council's waste recycling rate has been above 50%, and above the Scottish average, for several years. Measures have been put in place to support the effort to meet the national 70% recycling target by 2025 including:</p> <ul style="list-style-type: none"> • all waste is sent to Permitted/Licensed management facilities • every household has a separate food waste collection service • a long term contract is in place to meet the ban on biodegradable waste to landfill • Charter compliant recycling service provided to all households. • Trade Waste collection service available to all businesses • a new waste collection service was introduced in December 2021.
Co15	Continue to encourage walking and cycling activity by both East Lothian residents and visitors and promoting green space as part of the promotion of healthy	<p>The council actively promotes walking and cycling and sustainable use of East Lothian's green space through consultation, development and review both internally and externally through various Forums, including engagement with Community Councils and Area Partnerships.</p>

	living; meeting our commitment to extending the provision of core paths, including the Drem-Gullane path	The proposal to develop a Drem-Gullane path is progressing to design stage with funding from Sustrans and an allocation in the council's 2022/23 Capital programme
Co16	Continue to work hard to reduce air pollution, including implementing the Air Quality Management Area Action Plan for Musselburgh High Street	The Air Quality Management Area Plan for Musselburgh High Street was implemented and air quality improved. Air quality in this and other areas of concern continues to be monitored on a regular basis.
Co17	Upgrade our first rate sports and leisure facilities, and synthetic pitches, and community facilities	Support has been provided to community enabled projects in all clusters through the Community Intervention Fund and external funding sources. Specific capital improvements have included delivery of first East Lothian pump track within Ormiston Park and re-surfacing the hockey pitch in Dunbar at Hallhill Healthy Living Centre.

Growing our Capacity

Goals 8 & 9	Deliver transformational change and harness the opportunities technology offers in the provision of services	<p>The council's Transformation Programme has delivered significant change and service improvements over the last five years. The main focus of projects to date has been on improving internal processes including introducing a new online HR/ Payroll system, developing the Electronic Document Record Management System and delivering savings from external mail and travel claims.</p> <p>The main customer facing projects have been the development of a new Council website, and delivery of 'channel shift' projects including on-line school payments and the new online customer portal. The positive impact of these new services is shown by the significant increase in the proportion of total payments to the council made online, which has more than doubled from 25% in October 2017, to 58% in January 2022.</p>
Ca1	The Council will continue to explore further ways in which to be extend openness and accountability. For example it will: explore the cost and practicality of web casting of Council meetings and	Since mid-2020 Council meetings, including Cabinet and committee meetings have been web-cast. Proposals are being developed to ensure that following the end of COVID restrictions and the re-opening of the Town House, Council meetings will be hybrid – in person and web-cast.

	committees; consider appointing external members of the Audit & Governance Committee; and, publish its Annual Public Performance Report in the form of an annual "State of the Council" report	<p>The option of appointing external members to the Audit & Governance Committee has not been taken up.</p> <p>The Annual Public Performance Report has been published as a 'State of the Council' report since 2019.</p>
Ca2	Adopt a Workforce Plan, incorporating a Workforce Development Plan that will ensure that it has the right people with the right knowledge, skills and behaviours deployed appropriately to deliver this Council Plan	<p>The council adopted a 2018-2022 Workforce Plan in June 2018. The Plan is based around three themes/ objectives:</p> <ul style="list-style-type: none"> • Sustain a skilled, flexible, high performing and motivated workforce • Support and initiate transformational change • Build and sustain leadership and management capacity. <p>A review of the 38 actions included in the Plan carried out in late 2021 showed that almost all actions had been completed or were ongoing and scheduled to be completed.</p> <p>A new Workforce Plan for 2022-2027 is being developed to take account of developments since the current plan was adopted, in particular the impact of the COVID pandemic on the council's workforce.</p>
Ca3	Continue to work in partnership with the trade unions representing Council staff. This will include improving attendance management of employees through the implementation of the Council's Managing Attendance Policy and continued support for the Healthy Working Lives agenda	<p>The HR team continues to work in partnership with the Joint Trades Unions with regular weekly meetings between HR and Local representatives. There are also monthly meetings with the Joint Trade Unions (including JTU Regional Officers) on COVID related matters. The JTUs are consulted on any policy review and workforce changes. Local TU representatives continue to participate in departmental joint consultative groups and the Joint Consultative Committee with Elected Members.</p> <p>Attendance management figures continue to improve and are in the first quartile of all Local Authorities for both LGE and Teachers. Healthy Working Lives activities to date include the ongoing Wellbeing Wednesday messages, supporting the establishment of a Menopause Group with associated policy and Manager training, introduction of Wellness Action Plans, introduction and promotion of Able Futures, awareness raising on such matters as alcohol, COVID, sugar watch and couch to financial fitness.</p>

Ca4	Continue to take a strategic approach to the Council's overall financial planning process through implementing the financial strategy to set balanced three-year budgets avoiding the use of reserves by the third year to maximise revenue funding and to invest in and fund an ambitious, appropriate capital programme	<p>The Council's financial strategy covers a 5 year planning period and is updated annually to reflect any changing requirements.</p> <p>The financial strategy remains aligned to support the delivery of the Council's ambitions and priorities, whilst ensuring expenditure obligations can be supported within sustainable level of resources.</p>
Ca5	Maintain the current rigorous approach to controlling expenditure, ensuring that that it continues to 'live within its means' by operating as efficiently as possible. This will also ensure that investment is protected and is focused on key priority areas and protecting frontline services	The financial strategy remains aligned to supporting and delivering the Council Plan. In-year expenditure commitments are closely monitored against approved budgets and are reported quarterly through reports to elected members. A financial risk rating is assigned to each service area and where appropriate, services are asked to implement cost recovery plans where overspending is forecast. Financial risks and wider pressures remain closely under review with and remain aligned to medium term financial planning.
Ca6	East Lothian's Council Tax will be kept as low as is reasonably possible within the current economic climate	Despite a medium term financial planning landscape, the annual level of Council Tax is considered and approved annually as part of the annual budget process, taking into consideration the national funding settlement and wider resources available to support the delivery of essential local services.
Ca7	Support the review of the governance arrangements of the East Lothian Partnership	The East Lothian Partnership's governance arrangements were reviewed and revised in 2017 following the adoption of the 2017-2027 East Lothian Plan (our Local Outcome Improvement Plan). A new Governance Group was established consisting of the statutory Community Planning partners – Council, NHS Lothian, Police Scotland, Scottish Fire and Rescue Service, and Scottish Enterprise – and the Third Sector Interface (Volunteer Centre East Lothian) and Edinburgh College. Delivery of the East Lothian Plan is devolved to three Strategic Partnerships – the Connected Economy Group, Children's Strategic Partnership, and the Community Justice Partnership. The Six Area Partnerships have devolved responsibility for Locality/ Area Planning.
Ca8	Support the delivery of the East Lothian Partnership's Joint Asset Strategy to	A proposal to re-locate the Haddington Police Station into the former Court House in John Muir House was approved in 2017.

	<p>maximise use of 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</p>	<p>East Lothian Council purchased the former Herdmanflat Hospital site in 2020. An initial feasibility study has been completed to assess the site's viability for housing for older people. This will be progressed to Masterplan stage during 2022/23.</p>
Ca9	<p>Continue to resist central government attempts, directly and overtly, to move responsibilities away from local control and accountability. Reform proposals will only be supported if they are in the best interests of East Lothian and help to achieve our vision</p>	<p>The council continues to monitor the Scottish Government's Programme for Government and proposals for public sector reform arising from the Local Governance Review. However, the review has not progressed over the last two years due to the COVID pandemic.</p> <p>The council submitted a detailed response to the Scottish Government's consultation on its proposals to create a National Care Service. The response detailed significant concerns about the proposal and its potential impact on the council and social care services in East Lothian.</p>