

**REPORT TO:** East Lothian Council

**MEETING DATE:** 23 August 2022

**BY:** Chief Executive

**SUBJECT:** 2022–2027 Council Plan

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## **1 PURPOSE**

- 1.1 To present the 2022–2027 Council Plan to Council for approval.

## **2 RECOMMENDATIONS**

- 2.1 Council is asked to approve the 2022–2027 Council Plan.
- 2.2 Council is asked to note that a detailed Action Plan along with proposed Council Plan Performance Indicators will be presented to Council in October 2022.

## **3 BACKGROUND**

- 3.1 The 29 March Council meeting unanimously approved the outline of the 2022–2027 Council Plan and instructed the Chief Executive to present a final version of the Plan based on the outline to the new Council following the May 2022 local government elections.
- 3.2 The draft of the final version of the Plan is presented to the Council for approval.
- 3.3 The 2022–27 Council Plan outlines how East Lothian Council will strive to meet our 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.***
- 3.4 It is a high-level statement of objectives, priorities and strategic goals that aim to meet the challenges the Council, East Lothian and its citizens and communities face. It sets out the values, principles and behaviours that guide how the Council and its staff operate. It is based around three overarching objectives and four thematic objectives. The overarching objectives are:

- ✚ **Recovery and Renewal** – recovering from the COVID pandemic by investing in regeneration and a sustainable future
- ✚ **Reduce poverty and Inequality** – supporting our communities to deal with the growing levels of poverty and inequality
- ✚ **Respond to the Climate Emergency** – meeting our net zero climate change targets

The four thematic objectives are:

- ✚ **Grow our Economy** – increase sustainable and inclusive growth as the basis for a more prosperous East Lothian
- ✚ **Grow our People** – give our children the best start in life and protect vulnerable and older people
- ✚ **Grow our Communities** – give people a real say in the decisions that matter most and provide communities with the services, infrastructure and environment that will allow them to flourish
- ✚ **Grow our Capacity** – deliver excellent services as effectively and efficiently as possible within our limited resources

3.5 The COVID-19 pandemic forms the backdrop for the 2022–2027 Council Plan. The long-term impact of the pandemic will not be known for some time, but it is already clear that it has had significant impacts on the economy, health and wellbeing, and public services. The need to learn the lessons from the pandemic and to ‘build back better’, rather than returning to pre-pandemic norms lie at the heart of the East Lothian Recovery and Renewal Plan.

3.6 The pandemic has added to, and exacerbated, the systemic long-term challenges faced by the council, its communities and citizens.

- Financial Constraints and Uncertainty
- Population Growth/ Pressure for Affordable Housing
- Climate Emergency
- Poverty and Inequality
- Public Sector Reform / National Care Service

3.7 The Council Values – **Enabling, Leading and Caring** – underpin the new Council Plan, as they did the council’s response to the COVID-19 pandemic.

- **ENABLING** – recognising that the Council cannot do everything itself, we supported the vast voluntary effort that rose up in all our communities to provide much needed support for vulnerable people. The Council will develop this approach by continuing to enable and empower our communities and individuals to be more resilient.
- **LEADING** – the Council led the response to the COVID-19 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. The Council will lead East Lothian's recovery and renewal from the pandemic.

- **CARING** – throughout the emergency the Council put the needs of the vulnerable in our society and our communities at the heart of our response. The council will build on this by delivering person-centred services based on understanding, compassion and respect.

3.8 The Plan is also underpinned by the by a commitment to the core principles set out by the Christie Commission into public sector reform<sup>1</sup> and the staff behaviours set out in the East Lothian Way:

- 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 focussed

3.9 The pandemic has reinforced that the Council and the people and communities of East Lothian can best meet the challenges we face by 'working together'. Given the scale of the challenges and issues faced by East Lothian, the Council has to look to how it can further harness the power of its citizens and communities. We need to move away from the traditional model of the local authority always being the 'provider of first resort'. We recognise that the Council and the people and communities of East Lothian can best deliver the solutions to these challenges in partnership. Central to this approach is the Council moving away from doing things for, and to, communities and individuals, to the Council and the communities and citizens of East Lothian working together to identify and then meet our needs in partnership and co-operation.

3.10 So the 2017–2022 Council Plan sets out the aspirations for the kind of 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 enterprising authority***, using initiative and resourcefulness to develop 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.

3.11 The Council Plan summarises the priorities and key actions that will contribute to meeting the seven objectives. The priorities and key actions are taken from existing Council and Partnership Plans, including the c.300 actions in the

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

Recovery and Renewal Plan, the Poverty Plan, the Equality Plan and the Climate Change Strategy and from over 220 commitments made by the Council's elected members in the manifestos they put forward to the electorate in the 2022 Council elections.

- 3.12 These actions and commitments will be distilled into a detailed Action Plan with Strategic, Measurable, Achievable, Relevant, Time bound, Evaluated, and Reviewed (SMARTER) goals and a set of key Council Plan performance indicators against which progress will be tracked over the life time of the Plan.

## **4 POLICY IMPLICATIONS**

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

## **6 RESOURCE IMPLICATIONS**

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

## **7 BACKGROUND PAPERS**

- 7.1 Outline of the 2022–2027 Council Plan; approved by Council, 29 March 2022

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<b>DATE</b>	12 <sup>th</sup> August 2022

# **2022-2027 EAST LOTHIAN COUNCIL PLAN**

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

**August 2022**

## FOREWORD

We are committed to working together across the Council, with the Council's partners and with the people and communities of East Lothian to achieve our 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.***

We are living through unprecedented challenging times – the COVID-19 pandemic has had long term impacts on our economy, society, the health and wellbeing of people contributing to increasing poverty and inequality; rising inflation and the cost of living crisis which is driving more and more people into food and fuel poverty; and the Climate Emergency, requiring systemic changes in how we all live our lives and run services in order to substantially reduce carbon emissions.

This Council Plan sets out the strategic framework for how the Council will respond to these and all the other challenges we face, with a focus on:

- Recovery and renewal from COVID
- Reducing poverty and inequality
- Responding to the Climate Emergency

The Plan builds on the collaborative effort of our staff, partners and communities in responding to COVID: enabling and empowering citizens and communities to be more resilient; being a more enterprising authority in order to be more effective and efficient; harnessing the power of digital to deliver services for the benefit of our customers. Given the scale of the challenges faced by East Lothian, the Council has to look to how it can further harness the power of its citizens and communities. Central to this approach is the Council moving away from doing things for, and to, communities and individuals, to the Council and the communities and citizens of East Lothian working together to identify and then meet our needs in partnership and co-operation. The new all-party budget working group we have established is a concrete example of our commitment to work together for a better Council and a better East Lothian.

This is a challenging, ambitious and exciting plan. We look forward to working with Council staff, with our partners and most importantly with the people and communities of East Lothian to deliver it.

Councillor Norman Hampshire  
Council Leader

Monica Patterson  
Chief Executive

# 2022-2027 EAST LoTHIAN COUNCIL PLAN

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## 1. Introduction

The 2022-27 Council Plan outlines how East Lothian Council will strive to meet our 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.***

This high level statement of objectives, priorities and strategic goals aims to meet the challenges the Council, East Lothian and its citizens and communities face. It sets out the values, principles and behaviours that guide how the council and its staff operate.

The 2022-2027 Council Plan is based around three overarching objectives that have been set in response to the three fundamental challenges we face.

- ✚ **Recovery and Renewal** – recovering from the COVID pandemic by investing in regeneration and a sustainable future
- ✚ **Reduce poverty and Inequality** – supporting our communities to deal with the growing levels of poverty and inequality
- ✚ **Respond to the Climate Emergency** – meeting our net zero climate change targets

As is outlined in the next section beyond these three fundamental challenges we continue to face systemic, long term challenges. In response to these challenges the previous Council Plan set out four thematic objectives which remain relevant for this Plan.

- ✚ **Grow our Economy** – increase sustainable and inclusive growth as the basis for a more prosperous East Lothian
- ✚ **Grow our People** – give our children the best start in life and protect vulnerable and older people
- ✚ **Grow our Communities** – give people a real say in the decisions that matter most and provide communities with the services, infrastructure and environment that will allow them to flourish
- ✚ **Grow our Capacity** – deliver excellent services as effectively and efficiently as possible within our limited resources



The 2022-2027 Council Plan is underpinned by the Council Values – **Enabling, Leading and Caring** – and the public sector principles established by the Christie Commission<sup>1</sup>. These have been embedded within the Council’s East Lothian Way that sets out the behaviours Council staff are expected to follow (set out in page 28 below).

This Plan reflects the national priorities and initiatives that have been developed over the last few years to embed human rights and person-centred approaches such as trauma informed practice into council policies and practices. This includes:

- Incorporating the United Nations Convention on the Rights of the Child into council policies and practices
- 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
- Embedding Trauma informed practice into everything we do – recognising the prevalence of trauma such as Adverse Childhood Experiences, and its impact on the emotional, psychological and social wellbeing of people
- Implementing Equally Safe, the strategy to eradicate violence against women and girls.

Developing and delivering person-centred services based on understanding, compassion, and respect and ensuring this approach is embedded into council policies and practices and in the behaviours of all our staff will be an essential element of the council’s focus over the lifetime of this Plan.

A key aspect of this approach will be engaging in meaningful dialogue with children and young people in identifying on-going priorities. The new Youth Strategy for East Lothian, which has been developed with and by young people, as well as youth work organisations and strategic partners, is committed to ensuring young people’s voices are heard when local priorities are agreed and in decision-making about local resource allocations. Work is already underway to ensure the Council engages meaningfully with children and young people and this work will be developed further throughout the duration of this Plan.

This new Council Plan builds on the ambition and achievements of the 2027-2022 Council Plan.

The COVID pandemic and associated lockdowns in 2020 and 2021 had a major impact on East Lothian and on the council, and slowed down progress with some of the 2017-22 Council Plan commitments and actions. For two year of the five years of the previous Plan the Council was operating in Business Continuity mode, prioritising services that provided vital services and supported the effort

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

to respond to the COVID pandemic. Staffing and resources were diverted to new services such as providing help for ‘Shielded’ people and distributing grants to businesses. This meant that some service had to be reduced or even suspended and many facilities remained closed for long periods.

Faced with having to make £40m savings from its core budget over the last 10 years the Council had to make savings from a variety of programmes, whilst it aimed to protect vital public services, including action to help children achieve their potential, supporting older and vulnerable people, protecting the environment, investing in local facilities and working to build the East Lothian economy. However, having to achieve this level of savings has had an impact on the pace and scale of service improvement and development.

Despite the impact of the pandemic and budget savings, much progress was achieved in meeting the strategic goals, commitments and actions set out in the 2017-2022 Council Plan and this provides a sound basis for this new Plan.

The Council Plan does not sit alone but is part of a suite of strategies and plans which all focus on achieving the vision for East Lothian. These plans and strategies are pieces of the jigsaw (or Golden Thread) that form the whole picture of what the council and its partners are doing to achieve the East Lothian vision. They include:

- [The East Lothian Plan 2017-27 | The East Lothian Plan 2017-27 | East Lothian Council](#)
- [ELC Recovery Renewal Plan 2021 v6 FINAL.pdf](#)
- [East Lothian Council Poverty plan 2021-2023 | East Lothian Council](#)
- [East Lothian Council Equality Plan 2021-2025 | East Lothian Council](#)
- [Climate Change Strategy 2020-25 | East Lothian Council](#)
- Financial Strategy 2022-23 to 2026-27 [ELC20211214\\_04\\_Finance\\_Report\\_Update\(4\).pdf](#)
- [East Lothian Economic Development Strategy 2012-2022 | East Lothian Council](#)
- [Local Housing Strategy 2018-23 | East Lothian Council](#)
- [Local Development Plan 2018 | East Lothian Council](#)
- [Children and Young People's Service Plan 2020-2023 | East Lothian Council](#)
- [East Lothian IJB Strategic Plan | East Lothian Council](#)
- [Workforce Plan 2018-2022 | East Lothian Council](#)
- Youth Strategy
- Community Learning and Development Plan

- [Local Transport Strategy 2018-2024 | East Lothian Council](#)
- Education Improvement Plan - [ELC Education Progress Report and Improvement Plan 2021\\_22.pdf](#)
- Open Space Strategy - [CAB20181113\\_03\\_OS\\_Strategy.pdf](#)
- Digital Strategy

Some of these plans and strategies have reached or are approaching their end data and are currently being reviewed and revised. The new plans will take on board and reflect the priorities established in this 2022-2027 Council Plan.

In addition each council service has its own Service Plan which will show how the service contributes in its own way to delivering the Council Plan, vision, objectives and priorities.

Many 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.

## 2. The Context

### Challenges and Opportunities

*“Local government leaders are operating in a complex, uncertain and volatile environment, and external pressures make it difficult to plan and deliver councils’ recovery from the pandemic. These include:*

- *uncertainty about the course the pandemic will take and its impact on operations, pivoting between response and recovery*
- *the impact of major public service reforms, including the proposed National Care Service*
- *a lack of longer-term financial settlement and limited flexibility because of ring-fenced funding.”*

[Local government in Scotland Overview 2022 | Audit Scotland \(audit-scotland.gov.uk\)](#); May 2022

The COVID-19 pandemic forms the backdrop for the 2022-2027 Council Plan. Whilst the long term impact of the pandemic will not be known for some time, but it is already clear that it has had significant impacts on society, the economy, health and wellbeing of citizens, and on public services. The need to learn the lessons from the pandemic and to ‘build back better’, rather than returning to pre-pandemic norms lie at the heart of the East Lothian Recovery and Renewal Plan.

Throughout the pandemic the ‘light at the end of the 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.

The 2017-22 Council Plan established that the Council cannot address the challenges that East Lothian faces on its own. At the heart of that Plan was 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’.

Given the scale of the challenges and issues faced by East Lothian, the council has to look to how it can further harness the power of its citizens and communities. We recognise that the council can best contribute to delivering the solutions to these challenges in partnership with other agencies and the people and communities of East Lothian.

The Council will need to focus its resources on areas of greatest need and investing in ‘prevention and early intervention’ – reducing future demand for services by finding solutions early thereby reducing the need to intervene when problems have grown into crises.

Central to this approach is the Council moving away from doing things for, and to, communities and individuals, to the Council and the communities and citizens of East Lothian working together to identify and then meet our needs in partnership and co-operation.

As well as responding to the challenges posed by the pandemic this Plan also need to take account of, and respond to, the systemic long term challenges faced by the council, its communities and citizens.

- Financial Constraints and Uncertainty
- Population Growth/ Pressure for Affordable Housing
- Climate Emergency
- Poverty and Inequality
- Public Sector Reform / Proposal to create a National Care Service

### ***Financial Constraints and Uncertainty***

As detailed in the Financial Strategy 2022/23 – 2026/27<sup>2</sup> the Council continues to operate in a very uncertain and extremely challenging financial environment. The financial implications and consequences arising from COVID remain 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 economic uncertainty surrounding future public sector funding; the UK’s exit from the European Union; the war in Ukraine; and rising inflation which is driving up costs and wages.

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

All of these factors and uncertainties, aligned to increasing demand for services means that it is inevitable the Council will need to find new ways of ensuring that it can balance sustainable delivery of vital services to the public against a backdrop of reducing real levels of government grant support.

Independent commentators, including SPICE (the Scottish Parliament Information Centre) and the Fraser of Allander Institute have indicated that there has been a 7% real terms decrease in funding for Local Government over the last ten years, by contrast against a 4.7% real terms increase in Scottish Government available resource funding.

The budget gap between spend and funding received by the council is expected to exceed £40 million over the period of this Council Plan. Given the scale of the funding pressures, it is increasingly challenging to make the required level of savings without having an impact on local services and doing things differently. Recognising it may not be able to do everything it used to, the Council is going to have to prioritise reducing demand through prevention and early intervention and then target resources to those that need most support and empowering and enabling individuals and communities to be resilient.

### ***Population Growth/ Pressure for Affordable Housing***

East Lothian continues to be one of the fastest growing 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 age groups which rely most heavily on council services – education and social care.

The number of people aged 75 years or over will more than double in that time, which will mean a rise in support need for that age group and a likely increase in the need for care services. The number of children 0-15 years old is projected to grow by over 15%, so we need to build a new secondary school and at least three new primary schools, as well as extending all secondary schools and most of our primary schools.

The population growth is adding to the demand for housing in East Lothian. A secure, good quality, comfortable and affordable home is the foundation to a balanced life. The Covid-19 pandemic not only highlighted the importance of 'home', but also showed the fragility of the housing system with a rise in house prices and private sector 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 the last four years and the provision of around 2,500 in the Local Development Plan, need and demand pressures from the growing population, mean that there remains a shortage of affordable homes.

## Climate Emergency

East Lothian Council declared a Climate Emergency that requires urgent action to make all Council services net Zero Carbon as soon as possible and in any case by 2045. The Council has also committed to work with its communities and partners towards making East Lothian a carbon neutral county. Sustainability is embedded within the Council's [Climate Change Strategy 2019-2024](#) with the commitment to continue to reduce the environmental impact of East Lothian Council service provision.

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. 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 our progress with reducing our carbon footprint. Embedding climate change mitigation and adaptation across all that the council does will need to be a key part of the Council Plan.

## 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. Significant progress was made in fulfilling both plans. Most actions were either completed or on schedule to be completed and poverty levels were falling. However, the two years of COVID pandemic has exacerbated inequality and poverty.

*'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.'*

Scottish Government's COVID Recovery Strategy (October 2021)

The pandemic has had/ is still having a disproportionate impact on disadvantaged families, children and young people. This has led to increases in mental health issues, domestic abuse and referrals to children's services.

In late 2021 the Council adopted a new Poverty Plan 2021-2023 and a new Equality Plan 2021-2021. 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 poverty and inequality.

## Public Sector Reform / Proposal to Create a National Care Service

The pandemic has slowed down progress with the long awaited Review of Local Governance, which potentially could have major implications for the Council and our communities. However, 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 and the [National Care Service Bill published - gov.scot \(www.gov.scot\)](#) (June 2022) would result in the largest reorganisation of local government services since 1996 and will pose major risks not just for social care and social work services but potentially for all council services.

*Scottish Government proposals for a new National Care Service are still at an early stage but will have a substantial impact on local authorities' responsibilities. Such a significant programme of reform brings challenges and risks. Reform in other areas of the public sector has shown that expected benefits are not always clearly defined, and even when they are, they are not always delivered. Focusing on such a major transformation will also risk a diversion from tackling the immediate challenges within the social care sector. For local government there is uncertainty about the destination of the policy, and concern over a loss to local empowerment and funding for councils.*

[Local government in Scotland Overview 2022 | Audit Scotland \(audit-scotland.gov.uk\)](#); May 2022

## What our Citizens say

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

For example, 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. 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, 2<sup>nd</sup> or 3<sup>rd</sup> 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%

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)

The priorities of the general public and of children and young people as evidenced by these two surveys are reflected in the priorities set out in this Plan. The surveys also showed that residents, including children and young people want to be better informed about and more engaged in the development of Council policies and services. This is reflected in the priority 'to give people a real say in the decisions that matter most'.

### 3. The 2022 - 2027 Council Plan

#### Vision, Objectives and Priorities

<b>VISION</b>			
<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>			
<b>OVERARCHING OBJECTIVES</b>			
<b>Recovery and Renewal</b>	<b>Reduce Poverty and Inequality</b>	<b>Respond to the Climate Emergency</b>	
<b>THEMATIC OBJECTIVES</b>			
<b>Grow our Economy</b>	<b>Grow our People</b>	<b>Grow our Communities</b>	<b>Grow our Capacity</b>
Increase sustainable and inclusive economic growth as the basis for a more prosperous East Lothian	Give our children the best start in life and protect vulnerable and older people	Give people a real say in the decisions that matter most and provide communities with the services, infrastructure and environment that will allow them to flourish	Deliver excellent services as effectively and efficiently as possible within our limited resources

The Vision which was adopted in 2017 of '***An even more prosperous, safe and sustainable East Lothian, with a dynamic and thriving economy, that enables our people and communities to flourish***' is even more relevant now as we aim to 'build back better' and recover from the impact that the COVID-19 pandemic has had on society, the economy, people and communities.

The 2022-2027 Plan, which aims to work towards achieving this vision, is based around three overarching objectives and four thematic objectives.

The three overarching objectives are:

- ✚ **Recovery and Renewal** – the need to recover from the COVID pandemic by investing in regeneration and a sustainable future
- ✚ **Reduce poverty and inequality** – supporting our communities to deal with the growing levels of poverty and inequality that have been exacerbated by the pandemic
- ✚ **Respond to the Climate Emergency** – meeting our net zero climate change targets

The four thematic objectives which encapsulate the Council’s strategic priorities are:

- ✚ **Grow our Economy** – increase sustainable and inclusive growth as the basis for a more prosperous East Lothian
- ✚ **Grow our People** – give our children the best start in life and protect vulnerable and older people
- ✚ **Grow our Communities** – give people a real say in the decisions that matter most and provide communities with the services, infrastructure and environment that will allow them to flourish
- ✚ **Grow our Capacity** – deliver excellent services as effectively and efficiently as possible within our limited resources

The following section of the Council Plan summarises the priorities and key actions that will contribute to meeting these objectives. These priorities and key actions are taken from existing Council and Partnership Plans, including the c.300 actions in the Recovery and Renewal Plan, the Poverty Plan, the Equality Plan and the Climate Change Strategy and from over 220 commitments made by the Council’s elected members in the manifestos they put forward to the electorate in the 2022 Council elections.

These actions and commitments will be distilled into a detailed Action Plan with Strategic, Measurable, Achievable, Relevant, Time bound, Evaluated, and Reviewed (SMARTER) goals and a set of key Council Plan performance indicators against which progress will be tracked over the life time of the Plan.

## Recovery and Renewal

The Council and East Lothian Partnership<sup>3</sup> adopted the Recovery and Renewal Plan<sup>4</sup> in October 2021 to prepare East Lothian to recover from the COVID-19 pandemic. The Plan is based on embracing the opportunity to ‘build back better’ and ensure we maximise the opportunity for a sustainable and green recovery. It 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

The Plan contains 36 actions across these outcomes, including:

- Implement the Poverty Plan 2021-2023
- Maximise the opportunities to improve the utilisation of assets and sustainable travel to lower our carbon footprint
- Utilise our business recovery investment fund to support our town centres, tourism and rural economy
- Provide targeted wellbeing support for children and young people and their families
- Identify areas of low network connectivity and work with government and providers to address deficits
- Build resilience in health and care provision through closer integration and a focus on recovery from the pandemic
- Develop a place based approach to deliver services designed around our local communities, focusing on community led regeneration

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<sup>3</sup> The East Lothian Partnership has responsibility for overseeing the implementation of the Plan with lead partners for each priority area and action, including the Council, reporting on progress to the Partnership’s Governance Group.

<sup>4</sup> [ELC Recovery Renewal Plan 2021 v6 FINAL.pdf](#)

## Reduce Poverty and Inequality

The East Lothian Poverty Plan 2021-2023<sup>5</sup>, which was adopted by the Council and the East Lothian Partnership In October 2021, sets out seven outcomes based around a prevention and early intervention approach:

- Working and free from in-work poverty
- Financially included - people have access to income maximisation and money advice
- Having a decent, affordable, warm and dry home
- Educated – reduce the attainment gap and raise the attainment and achievement of our children and young people
- Healthy and Well – people in East Lothian are enjoying healthier lives and health inequalities are eliminated
- Resilient and Well Connected individuals and communities
- Empowered and Responsible

The Council's 2021-2025 Equality Plan<sup>6</sup>, which is based on mainstreaming equality in all areas of the Council's work has seven high level equality outcomes that reflect or support the Poverty Plan's outcomes:

- East Lothian Council services are accessible to, and will meet the needs of, all in the community including people who share protected characteristics.
- The gap in educational outcomes for children and young people impacted by socio-economic disadvantage will be closed; and, the health and wellbeing of children and young people with protected characteristics will be improved.
- Everyone in East Lothian has access to a decent, affordable, warm and dry home.
- In East Lothian we live healthier, more active and independent lives.
- People feel safe and experience less crime in their communities, and at home, there is zero tolerance of hate, abuse and violence against women and girls and people feel their communities are inclusive.
- In East Lothian we are breaking the cycle of poverty so that fewer people experience poverty.
- East Lothian Council is an Equal Opportunities employer and our workplace feels inclusive to staff with protected characteristics.

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<sup>5</sup> [East Lothian Council Poverty plan 2021-2023 | East Lothian Council](#)

<sup>6</sup> [East Lothian Council Equality Plan 2021-2025 | East Lothian Council](#)

The Poverty Plan and Equality Plan include almost 90 detailed actions that will contribute to achieving their outcomes and the Party election manifestos include various commitments that support the priority to reduce poverty and inequality; for example:

- Continue to invest in local CAB services and the council's Financial inclusion Service and to support the East Lothian Food bank and other food groups across East Lothian.
- Target services and resources, led by data and evidence, to those people and areas most in need.
- Engage with third and voluntary sector organisations to support county-wide network of community groups.

## **✚ Respond to the Climate Emergency**

The Council's Climate Change Strategy 2019-2024<sup>7</sup> sets out how the Council will work in partnership with our local communities, individuals, businesses, and national and regional agencies to respond to the global climate emergency. The Strategy, which is based around seven high-level long outcomes, 29 priority areas includes around 170 actions. Its vision and overall aims cover the fundamental responses to the climate emergency: mitigation and adaptation.

- ✚ ***East Lothian Council will take urgent action to make all our services Net Zero as soon as reasonably practicable or in any case by 2045 and will lobby, support and work with government, all relevant agencies, partners and communities to fulfil this commitment.***
- ✚ ***We will also work with our communities and partners towards making East Lothian a carbon neutral county, enabling the county to deliver its part of wider national and international commitments, and to prepare for the impacts of climate change.***

Based on the need to take action to achieve a net zero council, a carbon neutral East Lothian and prepare for climate change impacts the Strategy identifies and is based around the following seven high level, long-term outcomes:

- East Lothian Council will be a Net Zero and sustainable council
- Active travel and sustainable travel are used for everyday journeys, to drastically cut emissions from transport and improve air quality
- Net Zero, energy efficient homes and buildings that are adapted for a changing climate

<sup>7</sup> [Climate Change Strategy 2019-2024](#)

- A resource efficient and sustainable East Lothian and the route to 'Zero Waste'
- A low carbon and sustainable economy
- A healthy and resilient natural environment and the route to carbon neutral
- East Lothian's communities are places encouraging a low carbon lifestyle and are prepared for the effects of climate change

The Climate Change Strategy will be supported by other plans and strategies that will also form part of the council's response to the climate and ecological emergencies. For example, the development of our Local Heat and Energy Efficiency Strategy (LHEES) and the work that has started around rationalising the council's building footprint which will contribute to reducing our carbon footprint as well as reducing our energy consumption.

The climate emergency has contributed to a growing awareness of the importance of our ecology. The council needs to protect and enhance our environment, including local greenspaces, trees/woodland, green and blue networks and green connectivity, and ensure these principles are embedded in our next Local Development Plan and Open Space Strategy.

The need to take active measures to respond to the climate emergency is reflected in the Recovery and Renewal Plan and also in the many commitments made in the Party election manifestos, including:

- Continue to implement the ambitious Climate Change Strategy and Active Travel Improvement Plan to meet the Council's target of being carbon neutral by 2045 and enhance active travel across the county
- Continue to work to establish East Lothian's 'climate forest' in a way that maximises biodiversity and ensures the resultant green space is open for people to enjoy and accessible to reach by public / active travel transport routes
- Continue the development and expansion of our electric car charging network to ensure more than 200 charging points are available locally by 2023 and continue the expansion of the Council's fleet of electric vehicles.

**✚ Grow our Economy – Increase sustainable and inclusive growth as the basis for a more prosperous East Lothian**

The 2012-2022 Economic Development Strategy<sup>8</sup> which is central to delivering sustainable and inclusive economic growth in east Lothian has two strategic goals:

<sup>8</sup> [Local Housing Strategy 2018-23 | East Lothian Council](#)

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

The East Lothian Partnership's 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 has had oversight of how the Strategy has been delivered.

Two major opportunities have been put in place to assist in the delivery of the Strategy – The City Region Deal and the Local Development Plan – and good progress has been made with achieving the Strategy's objectives and goals. However, it is recognised that further work still needs to be done, especially given the impact that the COVID pandemic has had on the economy.

The current Economic Development Strategy is to be reviewed and revised and a new Strategy that will take account of the wider Regional Prosperity Framework will be adopted in 2023.

The importance of delivering sustainable and inclusive economic growth is reflected in the Recovery and Renewal Plan and in the Party election manifestos with actions and commitments which include:

- Support and advise East Lothian businesses, including SMEs to recover and grow and work to increase the number of business premises available
- Progress the delivery of the Old Craighall junction upgrade, the food and drink innovation hub, the regeneration of the Cockenzie power station site and further develop our proposals for the Climate Evolution Zone
- Market our Cockenzie site to bring new investors to deliver many new employment opportunities for local people
- Support start-up businesses and successful businesses by helping them expand their business, create new jobs and develop training facilities for the workforce
- Support the rural economy and encourage rural business development and training for young people
- Improve the employability of East Lothian's workforce and develop our people and future ways of working
- Establish a circular economy framework for East Lothian
- Support community wealth building through an approach to procurement prioritising local jobs and promoting diversity



## **✚ Grow our People – Give our children the best start in life and protect vulnerable and older people**

This objective has two strands:

- 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

### ***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***

The Education service and schools maintain a relentless focus on raising attainment and improving outcomes for our learners by focusing on three priorities:

- The Curriculum – meeting the needs of all learners by supporting schools to develop a refreshed curriculum rationale shaped by their values and reflecting the new needs of the school and its community
- Wellbeing, Equality and Inclusion – ensuring a universal commitment to inclusive practice
- Leadership – developing a skilled workforce; leadership of learning; pupil leadership; and Head Teacher leadership and empowerment

The Council is committed to ensuring children's rights are placed at the heart of everything we do: taking a proactive approach to incorporating the United Nations Convention of the Rights of the Child into our policies and practices. Also it is committed to implementing the recommendations of the Independent Care Review – shifting 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. These commitments are at the heart of the Children and Young People's Service Plan 2020-2023.

The Recovery and Renewal Plan and commitments in Party election manifestos relating to giving children the best start in life include:

- Invest over £136 million in our school estate and infrastructure, including new Primary Schools and extensions or upgrades to schools across the county to meet growing demand
- Develop the curriculum, including non-academic focussed pathways, to meet the needs for every pupil and make sure there is support and a pathway for every child to reach their full potential

- Seek to enhance community children and adolescent mental health services and provide targeted mental health and wellbeing support for children and young people and their families
- Ensure enhanced support for those children who have gaps in their learning and need additional interventions to support their development, progress and achievement

### ***Improve the life chances of the most vulnerable in our society***

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

The Council remains committed to developing fully integrated health and social care services which continue to shift the balance of care through developing community based options and maximising opportunities to live independently for as long as possible; continuing to develop services that aim to reduce hospital admissions and delayed discharge of older people. However the proposal to establish a National Care Service as set out in the Scottish Government's [National Care Service Bill published - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/national-care-service-bill-2022/pages/1-1-introduction.aspx) (June 2022) poses a major risk to the Council and to social care services as we attempt to recover from the impact of the pandemic, growing waiting lists for health services and the growth in demand for care services from our growing older population.

The Recovery and Renewal Plan and Party election manifestos contain specific commitments to continue to improve the life chances of vulnerable adults and older people including:

- Support carers of vulnerable adults and young carers to build resilience in order for them to sustain their caring role and support the training and development of our carer workforce
- Continue to develop services and facilities to allow people to remain in their own home for as long as it is safe to do so including, working with our NHS partners to further develop the Hospital to Home and Hospital at Home service to get people home from hospital quickly and enable them to stay at home
- Develop Extra Care Housing across East Lothian ensuring these houses provide care for people with complex needs and help allow them to remain within their own home in their community for life if it is safe to do so
- Develop a long-term care strategy for East Lothian despite the result of the Government's proposed centralised National Care Service

**✦ Grow our Communities – Give people a real say in the decisions that matter most and provide communities with the services, infrastructure and environment that will allow them to flourish**

This objective has two separate but interlinked strands.

Firstly, empowering and enabling individuals and communities to have a real say in the decisions that matter most to them. This involves going beyond dialogue and consultation by supporting citizens, including children and young people and representative community and voluntary organisations to actively participate in the definition, design and delivery of their public services, from policy making to live service improvement.

The Council remains committed to maximising the potential of East Lothian's already strong 'social capital' through supporting the volunteering ethos; strong community and neighbourhood cohesion and community assets base; community capacity building; and, the development of community resilience. The Council will continue to promote Community Asset Transfer to make best use of underused buildings and to help reduce carbon impacts and overheads.

The establishment of six Area Partnerships has been key to the Council's approach to ensuring that communities have a real say in deciding priorities for their area; backed up with the devolution of funding that can be directed to meeting these local priorities. We will further develop this approach to mainstreaming Participatory Budgeting through Area Partnerships and their constituent community members.

The Recovery and Renewal Plan and Party election manifestos commitments to extending community engagement and decision making and increasing community and individual resilience include:

- Continue to provide the maximum possible support to Community Councils, Area Partnerships and other community bodies
- Devolve powers to local levels wherever possible, including to Community Councils, Area Partnerships, and Citizens' Assemblies, which would all be given real power and real budgets to allocate; and involve citizens in decisions in a meaningful way – fulfilling our commitment to devote at least 1% of our revenue budget to Participatory Budgeting
- Provide opportunities for children and young people's voices to be heard in decision-making to make improvements in their community

- Encourage increased levels of volunteering across our communities and community partners and grow resilience, promoting community connections and befriending
- Continue to work with Volunteer Centre East Lothian to support East Lothian's Third Sector, including local social enterprises, and appoint a voluntary sector champion
- Develop a place based approach to deliver services designed around our local communities, focussing on community-led regeneration
- Work with all available stakeholders to further support initiatives working towards ending violence against women and girls

The second strand of the Grow our Communities objective is to work with communities to support the provision of community services, the infrastructure and environment that is fundamental to flourishing communities.

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

Getting housing 'right' isn't just about the bricks and mortar or about developing high numbers of good quality affordable homes. 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.

The Council will make every effort to meet the need for affordable housing by maximising opportunities to increase the supply of affordable housing through the Local Development Plan. A new East Lothian Local Housing Strategy 2022-2027 is being prepared with the key aims of increasing the supply of affordable housing, reduce homelessness and tackle fuel poverty. The Council's capital programme includes a record level of investment in council housing to help to meet these aims.

The East Lothian Transport Strategy 2018-2024 sets out the Council's approach to improving transport links, including the road network, public transport and opportunities for active travel across the County. The Council's current capital programme includes investment on maintaining the county's roads, parking improvements and for protection from coastal erosion and flooding.

Commitments in the Recovery and Renewal Plan and Party election manifestos on these issues include:

- Accelerate the delivery of affordable housing to return to planned levels, across a variety of tenures
- Invest £116 million in delivering over 600 new council homes and continue working with our Registered Social Landlord partners to deliver over 400 new homes for social rent
- Continue with our Council House Modernisation Programme of £14.5 million, delivering new kitchens, bathrooms and many other improvements
- Explore all options to raise money to invest in our community housing, including delivering more mid-market homes
- Invest in our homes to improve their energy efficiency to help reduce bills, prioritising the insulation and decarbonisation of all housing, helping to tackle fuel poverty as well as the climate crisis.
- Review and revise the Local Transport Strategy and continue to take action that aim to meet out climate change targets to reduce car kilometres travelled and emissions from cars
- Support the development and expansion of active travel routes and promote health and wellbeing prioritising active travel and public transport links
- Adopt an infrastructure first approach so any new development is matched with the investment in services before new properties are built
- Campaign for vital improvements to the road, rail, water and sewerage infrastructure in East Lothian

**✦ Grow our Capacity – *Deliver excellent services as effectively and efficiently as possible within our limited resources***

In order to deliver the ambitious agenda set out in this Plan the Council must continue to grow its capacity to ensure it delivers excellent services as effectively and efficiently as possible within our limited resources.

The Council must continue to take a strategic approach to its overall financial planning process through implementing the financial strategy to set balanced three-year budgets, maximising revenue funding and income and investing in an ambitious but affordable capital programme. It must continue to maintain the current rigorous approach to controlling expenditure, ensuring 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 wherever possible.

The Council will continue to strive to being an enterprising and digital authority, maximising its resources and introducing transformational change in the way it delivers services not only in order to meet ambitious savings targets but also to deliver high

quality services in the digital age. The Council is updating its digital strategy and maximising its use of technology to deliver services to the public as efficiently and effectively as possible.

The Recovery and Renewal Plan and Party election manifestos commitments around these themes include:

- Develop a flexible and resilient workforce
- Rationalise our building assets to support new ways of working that are efficient and effective; assessing unneeded council office space and properties through an asset review
- Ensure the council continues to take a strategic and prudent approach to financial planning and maintains a rigorous approach to tightly controlling expenditure through a balanced budget
- Keep Council Tax as low as possible while protecting frontline services
- Review, upgrade and replace our technology to keep pace with digital security, stability and integration and support new ways of working and engaging with our citizens through reliable and resilient digital infrastructure

### How we do things – Values, Aspirations, Principles and Behaviours

<b>COUNCIL VALUES</b>				
<i><b>ENABLING</b></i>		<i><b>LEADING</b></i>		<i><b>CARING</b></i>
<b>COUNCIL ASPIRATIONS</b>				
<b>Enabling and Empowering</b>		<b>More Enterprising</b>		<b>A Digital Authority</b>
<b>PRINCIPLES &amp; BEHAVIOURS</b>				
<b>Working together</b>	<b>Customer focused, person-centred, prioritising prevention, early intervention and equality</b>	<b>Be the best we can be to deliver effective, efficient and excellent services</b>	<b>We initiate and embrace change and are empowering, agile &amp; flexible</b>	<b>Make things happen / Outcome focused</b>

The Council Values – **Enabling, Leading and Caring** – underpin the new Council Plan, as they did the council’s response to the COVID-19 pandemic.

- **ENABLING** – recognising that the Council cannot do everything itself, we supported the vast voluntary effort that rose up in all our communities to provide much needed support for vulnerable people. The Council will develop this approach by continuing to enable and empower our communities and individuals to be more resilient.
- **LEADING** – the Council led the response to the COVID-19 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. The Council will lead East Lothian’s recovery and renewal from the pandemic.
- **CARING** – throughout the emergency the Council put the needs of the vulnerable in our society and our communities at the heart of our response. The council will build on this by delivering person-centred services based on understanding, compassion and respect.

The pandemic has reinforced that the Council and the people and communities of East Lothian can best meet the challenges we face by ‘working together’. Given the scale of the challenges and issues faced by East Lothian, the council has to look to how it can further harness the power of its citizens and communities. We need to move away from the traditional model of the local authority always being the ‘provider of first resort’. We recognise that the council and the people and communities of East Lothian can best deliver the solutions to these challenges in partnership. Central to this approach is the Council moving away from doing things for, and to, communities and individuals, to the Council and the communities and citizens of East Lothian working together to identify and then meet our needs in partnership and co-operation.

The 2017-2022 Council Plan sets out the aspirations for the kind of 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 enterprising authority**, using initiative and resourcefulness to develop 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.

Previous Council Plans have been underpinned by a commitment to the core principles set out by the Christie Commission into public sector reform<sup>9</sup>. These are still relevant today and help to inform the principles and behaviours that underpin how the 2022-2027 Council Plan will be delivered:

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

The East Lothian Way behaviours that guide how the council and its staff operate are based on these principles.

✚ **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

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<sup>9</sup> Report on the Future Delivery of Public Services by the Commission chaired by Dr Campbell Christie; June 2011



✚ **We initiate and embrace change and are empowering, agile and flexible**

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

✚ **Make things happen / Outcome focussed**

- We plan and deliver our work effectively, making sure we meet the needs and priorities of our citizens and communities
- Our decisions are robust, place-based, data-driven, and evidence-based to deliver the best shared outcomes

As we attempt to 'build back better' from the pandemic, the **Enabling, Leading and Caring** values and the East Lothian Way principles and behaviours are even more relevant now and will continue to guide how the Council meets its duties and responsibilities to the people and communities of East Lothian.

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