

REPORT TO: East Lothian Council

MEETING DATE: 23 April 2024

BY: Executive Director for Place

SUBJECT: Proposed East Lothian Local Economy Strategy

1 PURPOSE

- 1.1 To seek approval for the proposed Local Economy Strategy 2024-2034.

2 RECOMMENDATIONS

- 2.1 That Council approves the Proposed Local Economy Strategy 2024-2034; agrees the Vision, Goals, and Objectives; supports the Action Areas outlined; and notes that:
- Progress will be reported annually, and that the Strategy will be subject to a mid-term review in 2028/29; and
 - Following approval, a 'public facing' version of the Strategy will be published with a focus of readability/accessibility including additional diagrams and infographics in place of text, relevant case examples highlighting progress made under the 2012-2022 Strategy, as well as photography.

3 BACKGROUND

- 3.1 The Proposed East Lothian Local Economy Strategy 2024-2034 will replace the East Lothian Economic Development Strategy 2012-2022 (refreshed in 2018).
- 3.2 The Strategy will be the key delivery document for the Grow our Economy objective in the 2022-2027 Council Plan, for the '*Prosperous*' theme within the East Lothian Plan 2017-2027, will support the development and delivery of Local Development Plan 2, and the ongoing development of the Council's key strategic development sites.
- 3.3 The Strategy has been developed in the context of and to align with and support the delivery of the national and regional economic development goals and aspirations contained within the UK Growth Plan and Levelling

Up agenda, National Strategy for Economic Transformation (NSET) and Regional Prosperity Framework (RPF), including resilience, wellbeing and fair work, skills for rewarding careers, just transition to net zero, entrepreneurship, productivity, and innovation.

- 3.4 The Strategy is designed to support the alignment of Council services and actions around the continued development of East Lothian's Economy. It identifies a set of principles and a shared vision developed in partnership with the key stakeholders in East Lothian's economy, which all of the local economy's stakeholders must work together to collectively achieve.
- 3.5 Development of the Strategy has been overseen by the Connected Economy Group (CEG), one of the East Lothian Partnership's Strategic Groups, and was supported by economic consultants from Stantec UK Ltd.
- 3.6 Its development has been based on consultation and analysis of relevant data and takes account of local context, as well as organisational capacity and resources, factoring in local priorities related to achieving increased job density, community wealth and fair work, economic and business sustainability and resilience, innovation and productivity, and the climate and ecological emergency.
- 3.7 The Strategy will be subject to a monitoring and evaluation framework with a planned 5-year review, delivery will be kept under ongoing development and progress reported, including via the Council's Top 50 Indicators. These will be updated as they relate to the economy, economic development, and support for business.

Evidence

- 3.8 The Local Economy Strategy Vision Paper, appended to this report, is based on the findings set out in the Local Economy Strategy Evidence Paper, which will be lodged in the Members' Library. The Vision Paper includes a summary of the main evidence and themes used to develop the vision, goals, objectives, and actions.
- 3.9 The paper identifies a number of significant strengths in the East Lothian economy, including a rapidly growing and well-educated population, a high quality reputation for its food & drink offer, recognition as a high quality visitor destination, natural resources and infrastructure that make the area well placed to target opportunities in renewable energy, a number of nationally and regionally important strategic development sites, high quality east-west transport links, and active and engaged private and third sectors.
- 3.10 The consultants note that their research has also identified a range of factors that could constrain the area's future development, including a shortage of technical skills, an aging population, low business productivity, poor rural and north-south connectivity links, a shortage of high-quality commercial properties and immediately available business expansion land, and constraints on development in rural areas.

Community Wealth Building

- 3.11 The concept of Community Wealth Building (CWB) has been embedded through the strategic approach and Principles, Vision, Goals, and Objectives.
- 3.12 The Scottish Government has adopted the internationally recognised CWB approach to economic development as a key practical means by which progress can be made towards realising their wellbeing economy vision as outlined in the NSET. It is expected that new duties will be introduced to mandate the use of CWB principles (see Section 4.3).
- 3.13 A CWB approach arranges economic development activity around the concept of anchor institutions, large public, private, and third sector economic actors with significant purchasing power or employment bases, which if acting in socially and environmentally just ways can deliver benefits to residents and communities.
- 3.14 In tandem with the development of this Strategy, the East Lothian Partnership has established a working group to define Community Wealth in an East Lothian Context and work with partners to develop a CWB Charter and Action Plan. The Charter has been approved by the East Lothian Partnership Governance Group and was adopted by Council on 27 February 2024.

Principles, Vision, and Goals

- 3.15 The Vision Paper sets out who and what should benefit, the levers by which action can be taken to achieve the Vision and Goals as well as the core principles that will underpin delivery.
- 3.16 The document includes details of the 6 Objectives that will support delivery of the Goals, as well as Areas for Action in respect of the Objectives. These will be kept under review through delivery and progress reported annually.

4 POLICY IMPLICATIONS

- 4.1 The new Local Economy Strategy 2024-2034 will replace the East Lothian Economic Development Strategy 2012-2022 (refreshed in 2018). The Strategy will be the key delivery document for the Grow our Economy objective in the 2022-2027 Council plan and 'Prosperous' theme within the East Lothian Plan 2017-2027.
- 4.2 Work undertaken to develop the strategy will inform a revision to the Council's Top 50 Indicators as they relate to the economy, economic development, and support for business.
- 4.3 It is expected that new duties may be brought forward by the Scottish Government that will compel local authorities and others to integrate CWB principles and plans into their economic strategies or local outcome improvement plans.

5 INTEGRATED IMPACT ASSESSMENT

- 5.1 An Integrated Impact Assessment has been undertaken in respect of the new Strategy, and will be published on the Council's website at the following link: [Integrated Impact Assessments | Integrated Impact Assessments | East Lothian Council](#).

6 RESOURCE IMPLICATIONS

- 6.1 Financial – Achievement of the goals and outcomes with the Strategy will affect the financial planning arrangements of services over the Strategy term. It may also be the case that the future financial position of the Council will impact on the ability to complete or fully achieve or support the goals and outcomes set out within the Strategy. This will be monitored annually.
- 6.2 Personnel – Significant staff time will be needed to implement, monitor, and oversee the ongoing development and delivery of the Strategy.

7 BACKGROUND PAPERS

- 7.1 Proposed Local Economy Strategy 2024-2034 Evidence Paper (to be published in the Members' Library)
- 7.2 Appendix 1: Proposed Local Economy Strategy 2024-2034 Vision Paper

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A Sustainable and Thriving East Lothian

Proposed Local Economy Strategy, 2024-2034

Vision Paper

On behalf of **East Lothian Council**



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Welcome

[Place holder for letter of introduction / forward by Monica Patterson and John McMillan]

This should:

- **Reflect on the successes of the 2012-2022 strategy period, (COVID resilience, achieving the business growth target; Council's acquisition of the Cockenzie site; progress made at Edinburgh Innovation Hub and Blindwells; East Linton Railway Station, contribution EL makes to the regional and Scottish economy etc.)**
- Reference strategic context and, explain that a lot has changed since 2012 (Covid/hybrid working; climate emergency/net zero target; emergence of new technologies etc), and that now is therefore a good time to revisit the strategy.
- **Refer to the principles of Community Wealth Building, Net Zero, Sustainability and Fairness and how these thread through the strategy.**
- Talk about the strong foundation that East Lothian must tackle the challenges ahead, noting that it is well placed to be at the forefront of the clean energy transition, and the strength of its sustainable tourism and food and drink offer.
- Outline opportunities and threats.
- **Be clear that this is a Local Economy Strategy for the whole of East Lothian to use and deliver and not just for the Council** but note that the Council will play an active role in overseeing its delivery through an enabling, leading, and values driven approach.
- **Recognise that the strategy is being launched at a time when Council resources are tight;** and emphasise the importance of new and innovative delivery models and the need for partnering and support from central governments and stakeholders in ensuring that this strategy is a success.]

Introduction

Purpose

The East Lothian Local Economy Strategy (2024-2034) sets out a shared vision and a set of shared objectives, actions, and performance measures for East Lothian Council and its partners to work towards over the next ten years. It aims to ensure East Lothian continues to be a sustainable and thriving place with fairness and the development of community wealth at its heart.

It is built around five key principles that the Council and its partners consider fundamental to the area's economic future:

- **Fairness**
- **Enterprising**
- **Thriving and Resilient**
- **Community Wealth Building**
- **Green and Sustainable**

It draws evidence from:

- **Socio-economic review:** a desk-based review of socio-economic data, including a review of data on demographics; economy, employment, and business; labour market characteristics; connectivity; housing and employment land; and the visitor economy.
- **Stakeholder and community engagement:** including community consultations; business stakeholder workshops plus feedback sessions; ongoing engagement with the East Lothian Connected Economy Group; one-to-one discussions with key stakeholders and Council officials; sessions with Councillors, and participation at economic development events in East Lothian.
- **Community Wealth Building (CWB) audit:** an assessment of East Lothian's current approach to CWB, based around the Scottish Government's 'five-pillars' approach, and the development of a CWB Action Plan and Charter, which supplements and complements this Local Economy Strategy.
- **Strategic review:** a review of the key national, regional, and local strategic documents that influence East Lothian's approach to developing the local economy.

The research and consultations were undertaken over the course of 2023 and early 2024.

The research identified a number of significant strengths in the East Lothian economy, including a rapidly growing and well-educated population; a high quality reputation for its food & drink offer; attractive visitor destinations; natural resources and infrastructure that make the area well placed to target opportunities in renewable energy; a number of nationally and regionally important strategic development sites, high quality east-west transport links, and an active and engaged private and third sector. It also identified a range of factors that could constrain the area's future development, including a shortage of technical skills; an aging population; low business productivity; poor rural and north-south connectivity links, a shortage of high-quality commercial properties and immediately available business expansion land; and constraints on development in rural areas.

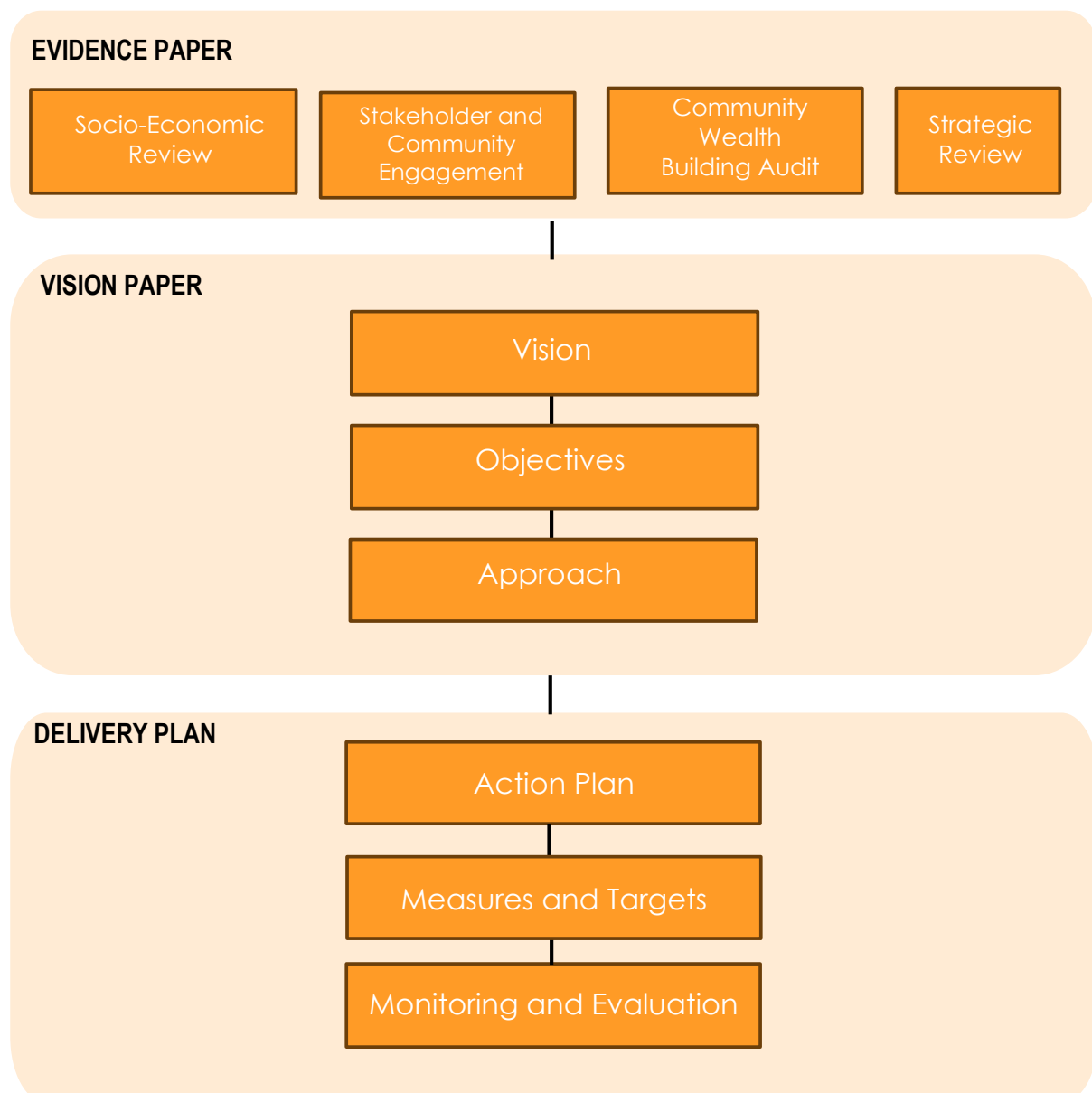
Structure

The Strategy consists of three documents:

- **The Evidence Paper:** presents in detail the evidence gathered from the socio-economic review, stakeholder and community engagement, Community Wealth Building audit and strategic review, which supply an underlying evidence base to support this Strategy.
- **The Vision Paper (this document):** forms the basis of the new Strategy, providing a summary of the key messages from the evidence paper; presents East Lothian's Vision, Goals, and Objectives for the next 10 years; and outlines the approach that it will take to deliver this.
- **The Delivery Plan:** to be finalised following approval of the Strategy Vision, Goals, and Objectives, this will set out in detail the actions that the Council and its partners will take to support the delivery of this strategy; how this will be measured and what targets it will seek to achieve; and its process for monitoring and assessing its performance over the next ten years.

The figure below explains how these three documents fit together.

Figure 1: Local Economy Strategy



Key Findings: Socio-Economic Review

The socio-economic review considered the current geographic profile, demographic and labour market trends, business composition, labour productivity, transport and digital connectivity, visitor economy and equalities and inclusivity trends in East Lothian. The findings from this review are summarised below and set out in detail in the Evidence Paper.

Demographics

- **Fast growing population:** East Lothian's population has grown rapidly and is now 25% higher than it was at the turn of the century. This compares to a 16% increase across the Edinburgh and South East Scotland City Region and an 8% increase across Scotland as a whole.
- **Growth likely to continue:** This trend is forecast to continue, with a 14.3% rise in population forecast between 2018-2043, compared to a 6.3% increase across the City Region and a 2.5% increase across Scotland.
- **Fewer young working adults:** East Lothian has relatively fewer young working adults than Scotland as a whole, with only 38.6% of its residents aged between 16 and 49, compared to 42.8% across Scotland.

Economy, Employment and Business

- **A growing and increasingly productive workforce:** Employment growth in East Lothian has outperformed the Scotland average in almost every sector of the economy, driven largely by significant population growth. Productivity, in terms of GVA per worker, has also grown by 23% between 2011 and 2021.
- **Different sectoral composition:** East Lothian's sectoral composition differs from the rest of Scotland, with a higher proportion of the workforce employed in agriculture, construction, hospitality; and a lower proportion employed in manufacturing and the private services sector.

Labour Market and Attainment

- **East Lothian has close to full employment:** Labour market statistics indicate that East Lothian has an unemployment rate of 1.7% and is therefore close to full employment, and that a large proportion of those employed work in small businesses.
- **Out-commuters earn more than people employed locally:** Workplace earnings are lower than both resident earnings for East Lothian, and average workplace earnings for the other comparator areas. This is largely driven by high earners commuting to work in Edinburgh and elsewhere.
- **More people with qualifications:** In 2021, East Lothian had more residents with some form of qualification than the City Region, Scotland, and Great Britain.
- **Pockets of deprivation:** While the proportion of East Lothian residents residing in areas of multiple deprivation is below the Scotland average, significant differences exist within the Council area.

Connectivity

- **Long term increase in travel, but post-Covid uncertainties remain:** Transport volumes, in terms of road and rail, increased significantly in the lead up to the pandemic but it is currently unclear whether journeys will return to pre-pandemic rates. East Lothian ranks above the Scottish and City Region average in terms of access to a car.
- **Full-fibre broadband wide-spread, but still some blackspots:** East Lothian has strong full fibre connectivity relative to other geographies, however broadband speeds and mobile signal strengths in many areas of East Lothian are below the national average, especially rural areas.

Housing and Employment Land

- **House prices are above the Scotland average, and growing faster:** House prices in East Lothian are above the Scottish average (£312,986 v £217,396) and are rising faster (56% over 10-years in East Lothian, over the past decade, compared to 39% across Scotland). The affordability ratio for East Lothian, 7.1, also sits above the Scottish average of 5.4.
- **Limited available office, retail and industrial space but significant amount of undeveloped employment land:** Whilst 97% of employment space is currently occupied, 59% of the local authority's total employment land is currently undeveloped.

Visitor Economy

- **Strong destination performance:** East Lothian has a strong visitor economy with 1.22m tourists visiting in 2022. The vast majority of visitors (64%) are from Scotland and the average length of stay is 4.6 nights.
- **Changing customer preferences:** Demand for non-serviced accommodation (oncl. short term holiday let) in East Lothian has doubled in the past ten years, while demand for serviced accommodation remains broadly unchanged. Consumer trends towards slow tourism, authentic experiences, wellbeing and escaping fit the Visit East Lothian offer well.
- **Key economic contribution:** 4,124 F-T equivalent jobs supported by tourism activity. Generated £299m in the local economy in 2022.

Key Findings: Stakeholder and Community Engagement

The Evidence Paper provides a full listing of stakeholder engagement events and consultation participants and a detailed narrative on the themes that emerged from these discussions. The themes are summarised below:

Skills, Training, Employability and Workforce Development

- **Skills shortages reported:** Businesses reported skill shortages in the manufacturing and engineering, construction, hospitality, health, care, childcare and early years sectors. Businesses also find it difficult to recruit people with strong maths and English skills.
- **Staff cover an issue for small businesses:** Small businesses report issues around funding and providing staff cover for on-the job training. Participation in training and engagement with apprenticeships is also low.
- **Opportunity for new delivery models:** View that social enterprises, co-operatives, and employee owned businesses can play an important role in supporting skills development.
- **Short-term nature of UKG/SG funding an issue:** Many employability schemes are funded on 1-2 year contracts, which creates a challenge for workforce continuity and long-term planning for employability support.

Business and Social Enterprise Development

- **Lack of business accommodation constraining business growth:** Businesses reported a significant shortage of serviced office and light industrial space and of available employment land in East Lothian.
- **Strategic sites offer potential:** Along with a number of private sector developments, proposals for the former Cockenzie Power Station site; Blindwells Town Centre, and Edinburgh Innovation Park all have significant potential to address this shortfall. There is also a significant opportunity to repurpose the Torness nuclear site for strategic use once decommissioning begins.
- **Opportunity for a streamlined service offering:** Businesses report that they can find public services disjointed, and feel 'bounced from person to person', they find the form filling and 'red tape' associated with accessing public sector services and support a deterrent. Public sector finances are under severe pressure impacting the scope and availability of services, the opportunity to simplify and rationalise services can be explored.

Transport and Travel

- **Public transport connectivity can vary:** Public transport connectivity to and from Edinburgh is considered good in certain places but could be more frequent. Cross-county services and services to rural communities are often limited and intermittent, and this can impact on access to employment, training and healthcare. Transport barriers can impact on the long-term sustainability of rural settlements and cause young people to move away.
- **Town centre congestion and parking is reportedly an issue:** Particularly in North Berwick and Tranent, with implications for locals, visitor experiences, and public safety. Greater turnover of town centre parking to improve capacity is highlighted as a need.

Broadband and Mobile Connectivity

- **Concerns around broadband and mobile connectivity:** Speed and availability of broadband and mobile connections are considered poor in many rural and some urban areas. This can create challenges for individuals and businesses based in these communities and make areas less attractive places to live for people in hybrid employment.

Housing and Infrastructure

- **Concerns around housing mix:** While there has been substantial housebuilding activity in East Lothian in the past ten years, there are concerns in the community that too many large detached houses are being built, and that there is insufficient affordable housing and housing that meets the needs of market renters, first time buyers, key workers, and older people.
- **Concerns around speed of infrastructure development:** Stakeholders argued that the speed of infrastructure development has not always kept pace with the speed of housebuilding, and there have been particular challenges around water, drainage, and access to health and social care, dentistry, childcare and early years care.

Town Centres

- **Competitive threats to town centres:** Stakeholders and community members reported that a limited availability and low turn over of town-centre parking spaces, competition from edge-of town retail developments, competition from Edinburgh, and changes in shopping habits have all deterred some residents from using their town centres. However, increased home working is driving increased demand for town centre service businesses and leisure opportunities.
- **Issues around narrow pavements:** It was argued that these can make town centres feel inaccessible and unsafe for older people, those with physical impairments, and pram and buggy users.
- **Businesses reporting cost pressures:** Businesses reported that rising business rates and utility costs are placing a strain on some town centre businesses.

Rural Communities

- **Perception that rural communities are ‘punching below their weight’:** East Lothian’s rural settlements are thought to offer significant economic potential, particularly in the tourism, professional service sectors, and the development of new SMEs with hybrid working offering new growth opportunities in these areas. However, limited public transport provision, employment space and broadband connectivity remain barriers. Many rural areas have vacant buildings and unutilised land that are suitable for repurposing.
- **Pressure from national infrastructure development:** Rural communities note that they face pressure and significant negative impact from the development of national infrastructure, e.g. electricity infrastructure and battery storage systems that are given preferential development approval over the development of locally owned renewable schemes, and commercial / business developments.

Sustainable Tourism

- **East Lothian has a strong and distinctive tourism offer:** However, there was a perception that more could be done to improve the availability and quality of visitor accommodation across the area in light of the impact of short-term let legislation.
- **Rural tourism connectivity opportunities:** Stakeholders identified opportunities to improve public transport and active travel connections to rural visitor attractions (including National Museum of Flight, Glenkinchie Distillery, long distance walking and cycle routes, beaches, and villages in the Lammermuir Hills).
- **Need for a sustainable approach:** There is potential for conflicts to occur between residents and visitors in popular tourist areas and on beaches. Future tourism development therefore needs to be sustainable and in alignment with the Visitor Management Plan.

Clean Energy

- **East Lothian’s clean energy sector thought to have huge growth potential:** with opportunities in on-shore and off-shore wind; hydrogen; geothermal and solar energy; energy network distribution; district heat networks; nuclear decommissioning; and, in improving the energy efficiency of new and existing buildings. East Lothian’s businesses and communities will be well positioned to benefit from this growth provided that suitable land and / or business premises are available, opportunities are made for Tier 2 and 3 contractors to bid for contracts, for local workforce upskilling, and for a fair and long term approach to the investment of community benefit payments.

Food and Drink

- **Significant opportunities in food and drink sector:** Stakeholders consider East Lothian to have a strong reputation for production of high-quality food and drink, and growth in on-line trade presents a great opportunity for businesses to market their produce to a wider audience. However, talent attraction and access to grow-on space continue to present significant barriers to growth.

Key Findings: Community Wealth Building Audit

The Scottish Government has recently adopted the internationally recognised Community Wealth Building (CWB) approach to economic development as a key practical means by which to achieve economic objectives. Throughout this Strategy, East Lothian looks to embed the concept of CWB as a core principle and particularly in the objectives, actions, and monitoring indicators. As part of the stakeholder consultation for the development of this strategy a CWB specialist conducted a series of workshops with East Lothian Council’s CWB Working Group and conducted a current assessment for East Lothian of the five pillars found within CWB. This is summarised below with the following Red, Amber, and Green ratings to show East Lothian’s baseline position:

Figure 2: East Lothian Community Wealth Building Audit

Overarching Indicators		Plural Ownership of the Economy	
Political Buy-In	Green	Local Market Understanding	Green
CWB Working Group	Green	Co-operative and Social Enterprise Formulations	Amber
Embedding CWB in Strategy	Amber	Cooperative and Social Enterprise Support	Amber
Progressive Procurement		Socially Just Use of Land	
Spend Analysis	Amber	Community Benefit Clauses	Amber
Procurement Working Groups	Amber	Land Ownership Review	Amber
Community Benefit Procurement Frameworks	Amber	Community Land Trusts	Red
Local Market Making	Amber	Ownership Transfer	Amber
Advancing Fairer Employment and Just Labour Markets		Making Financial Power Work For Local Places	
Employee Mapping & Re-spend	Green	Outsourcing Review	Green
Real Living Wage	Green	Community Banks	Green
Workforce Health & Well-Being	Green	Pension Fund Influencing	Amber
Direct Recruitment	Amber	Credit Union Formulation	Green

The Local Economy Strategy has CWB linked aims, objectives and measures flowing through it. The strategy is designed to:

1. Ensure that all activities bring maximum local economic benefit for East Lothian residents.
2. Maximise the amount of spending undertaken with local businesses, SMEs, and social economy organisations.
3. Ensure that all organisations with a base in East Lothian behave in socially and environmentally responsible ways.
4. Harness the potential of East Lothian’s assets (human, financial, and physical) for the benefit of the East Lothian economy, organisations within East Lothian, the people of East Lothian, and the environment.
5. Maximise the benefit of development and inward investment for the benefit of the people of East Lothian.

East Lothian’s Community Wealth Building Charter (**Appendix A**), based on this analysis, was adopted in February 2024, and includes the additional ‘pillar’ of addressing the climate and nature emergency.

Key Findings: Strategic Review

The East Lothian Local Economy Strategy cannot be delivered in isolation. The vision, objectives and actions identified in the Strategy will need to align with a variety of existing strategy and policy documents. The key national, regional, and local strategies are summarised below.

Figure 3: Strategic and Policy Alignment



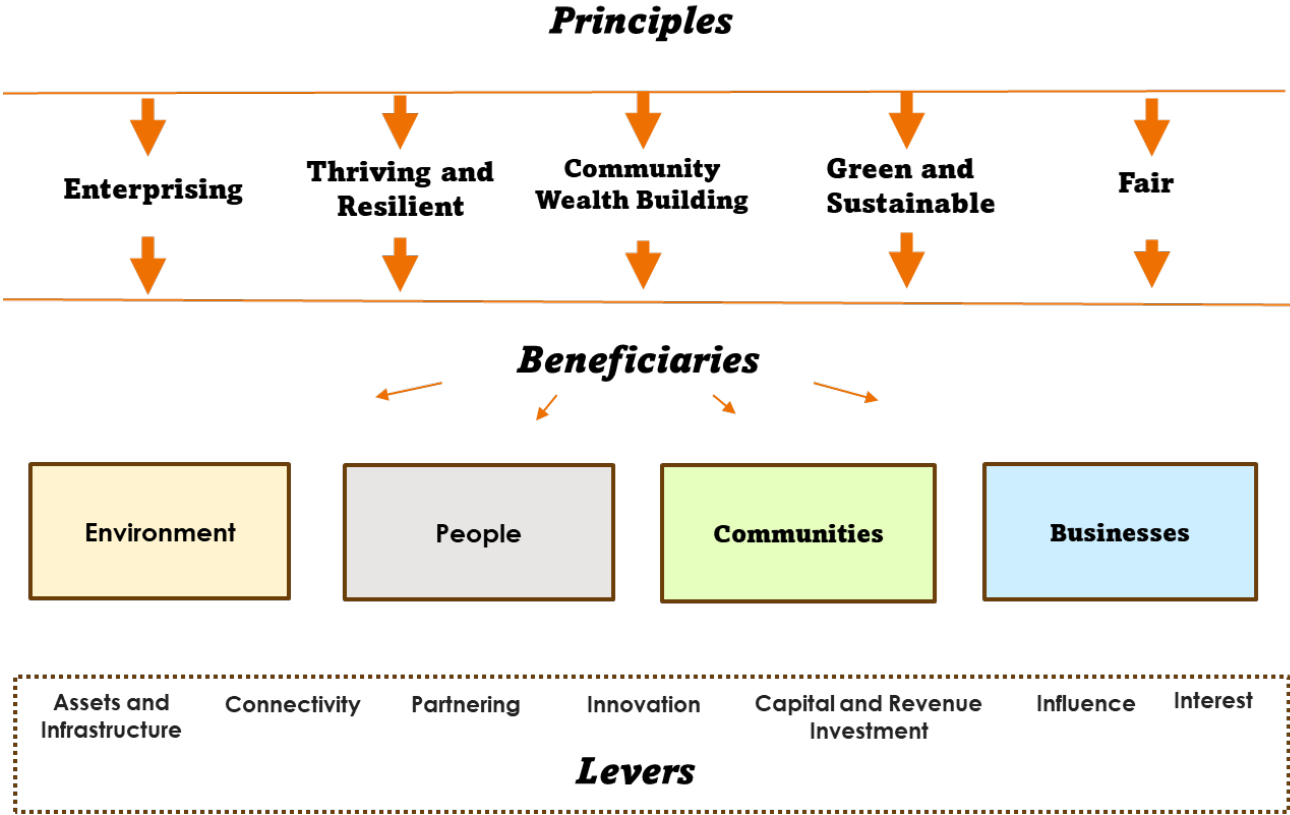
Approach

This Strategy aims to give all East Lothian’s people, communities, businesses, and its environment (defined here as the ‘four beneficiaries’) the support they need to reach their potential and achieve their goals.

It will do this in a manner that is financially and environmentally sustainable, develops community wealth, supports a just transition to a green and sustainable economy that is enterprising, thriving & resilient and provides access to opportunities for all East Lothian residents (defined here as the ‘five principles’).

To achieve this, the Council and its partners will seek to make best use of, and further develop the area’s assets and connectivity links to build effective partnerships; foster innovation; invest its resources appropriately; utilise its influence with other economic partners; and generate interest (defined here as ‘the seven levers’).

Figure 4: Developing the East Lothian Local Economy – Overview of Approach



Further details of the stakeholders, principles, beneficiaries and levers is provided in **Appendix B**.

Vision

Based on the evidence presented in preceding sections, East Lothian Council and its partners have developed the following vision:

In 2034, East Lothian will be an increasingly thriving, sustainable, and inclusive economy.

We will adopt a joined-up approach to economic development, with all local economy stakeholders working together to give East Lothian's people, communities, and enterprises the support they need to reach their potential and achieve their goals.

East Lothian will be recognised nationally and internationally as a great place to live, work, visit, learn, and invest and as a leading partner in delivering regional prosperity, community wealth, and driving forward Scotland's just transition to a net zero economy.

Goals

There are three strategic goals in support of the Vision:

Goal 1 To increase the number of businesses in East Lothian with growth and employment potential.

Measure Total number of businesses in East Lothian¹, number of businesses with > 50 employees, number of businesses with > 250 employees.

Goal 2 To reduce income inequality across East Lothian, and to improve access to employment in rural areas.

Measure Difference between average residential based earning and workplace-based earning in East Lothian² and the percentage of East Lothian datazones that lie in the most deprived quintile of Scottish datazones on the SIMD.³

Goal 3 To increase the number of socially and environmentally responsible businesses in East Lothian, expand plural ownership of the economy, and grow community wealth.

Measure The number of East Lothian public, private, and third sector organisations who have signed up to the East Lothian Community Wealth Building Charter (Appendix A)⁴.

¹ As recorded by the ONS Business Register and Employment Survey, this includes only those businesses registered for VAT or PAYE, so excludes smaller 'lifestyle' business or those in the early stages of establishment.

² Measures whether the jobs on offer to residents of East Lothian are as well remunerated as those within a wider regional travel to work area.

³ Refreshed every 4 years, consider Income, Employment, and Access domains, target coastal and rural wards.

⁴ Consider also, number of employee-owned businesses, number of social enterprises.

Objectives

To achieve the Vision and Goals, East Lothian Council and its partners have set six Strategic Objectives:

Objective 1: To be the destination of choice for innovative, socially, and environmentally responsible businesses to set up, grow, and succeed.

Addresses: Although progress was made under the 2012-2022 Strategy, there are not enough businesses in East Lothian, and in particular businesses with a higher number of resident workers. A consequence of this is a lower jobs base, a high rate of out-commuting, and a negative difference between workplace and residence-based earnings. Growth in the business base must be targeted at socially and environmentally responsible businesses, and those who will employ local people and develop local supply chains. Businesses should subscribe to the ideal that part of their success is measured by the provision of wellbeing and prosperity for individuals and society, and protection of the environment. A key area where the Council can support business growth is through the allocation, supply, or development of land for commercial / employment activity. Land in the west at Queen Margaret University, Cockenzie, and Blindwells will continue to be key to delivery of this objective. Commercial developments must also be facilitated in and around the County's towns and villages to ensure rural East Lothian is not left behind. It is critical that a pro-business approach to Planning is taken to maximise the benefits of opportunities, especially where land is zoned or can be deemed suitable for economic use.

Objective 2: To provide high quality opportunities for people to learn, develop skills, and grow their potential.

Addresses: The OECD predicts that as many as six in ten workers will require retraining before 2027. Technology and digitization will continue to drive changes in the way people work, resulting in analytical and creative thinking being identified as the most important skills for workers in the coming years. There are significant opportunities for East Lothian to grow its economy, prosperity, and position in the City Region through innovation, data sciences, clean and renewable energy, construction and infrastructure, tourism, food and drink, health and social care, childcare, and agriculture. However, business report ongoing challenging in recruiting to their required skill sets locally (including maths and English), and demographics suggests that fewer younger people train, live, and work in East Lothian. East Lothian Council and its partners should focus on providing relevant high-quality opportunities for learning, upskilling, and reskilling.

Objective 3: To build on East Lothian's reputation as a great place to live, work, and learn by adopting a pro-business approach, seeking and supporting sustainable investment, and by empowering communities.

Addresses: Heritage, culture, and nature are key attributes for East Lothian along with the distinctiveness of its towns and villages, each having its own identity. This is an attractor for residents, visitors, and businesses alike, contributing to East Lothian's reputation and excellent quality of life. Retail trends continue to shift, but there are new opportunities for high-quality local offerings, especially linked to food, drink, and experiences, as well as more social and cultural functions in town and village centres. Sense of place is a key attribute and one which can be developed and marketed to increase economic growth and resilience. The rural economy can require specific support and faces challenges that include availability of public transport for businesses and their staff, digital connectivity, and fewer opportunities to develop commercial space for new and growing businesses. Policy interventions such as 20-minute neighbourhoods need to be interpreted in a rural context in East Lothian but provide an opportunity to further enhance the experience of living and working in the area. The Council should adopt a pro-business approach to encourage investment that can address these challenges and deliver on opportunities, and ensure communities are empowered to develop or contribute to plans for their areas.

Objective 4: To capitalise on the economic opportunities of and take a leading role in the just transition to a net zero economy.

Addresses: Facilitating a just transition towards a net-zero economy is crucial for addressing the climate and ecological emergency. East Lothian is well placed to capitalise on this transition through job creation, business creation and growth, increased investment, cost savings, and building resilience. The transition to clean energy, natural capital and regenerative agriculture, and high-quality local food and drink are key areas of opportunity for East Lothian. The area is uniquely placed to take advantage of significant amounts of renewable energy production, opportunities for the development and delivery of clean heat to homes and businesses, and opportunities linked to hydrogen production, decarbonising of industrial processes, nuclear decommissioning, and improvements in agricultural productivity and diversification.

Objective 5: To maximise the opportunities of being a part of the Edinburgh and South East Scotland City Region.

Addresses: The 2012-2022 Strategy highlighted that East Lothian's proximity and connections to Edinburgh and QMU were amongst its main assets, but that those opportunities were not being fully maximised, as shown by deprivation levels being highest in Musselburgh, Prestonpans and Tranent. The Edinburgh and South East Scotland City Region Deal is expected to deliver capital investment of £1.3bn across Research, Development and Innovation, Skills and Employability, Transport, Culture, and Housing. It has also facilitated the Regional Prosperity Framework and Delivery Plan, identified opportunities for funding collaboration, and developed a framework for Community Wealth Building. The County's strategic sites at the Edinburgh Innovation Hub and Park, Cockenzie, Blindwells, and Dunbar are key to delivering regional prosperity. East Lothian should continue to collaborate and contribute to regional working and the development of prospectuses, programmes, projects, and funding bids with a focus on benefit realisation and securing Community Wealth for East Lothian.

Objective 6: To promote a successful, accessible, and sustainable tourism sector that provides quality experiences and benefits our local communities.

Addresses: Tourism is a significant contributor to the East Lothian and Scottish economy. Edinburgh is the key national driver for higher spending overseas visitors and East Lothian can build on its proximity to the capital city by continuing to promote the destination as Edinburgh's Coast & Countryside to maximise the benefits of that proximity. The Edinburgh and South East Scotland City Region Deal Visitor Economy & Culture Programme is set to deliver ambitious cross regional working to benefit the regional visitor economy. It will be the vehicle to inform, develop and deliver regional visitor economy projects, with the aim of becoming a world-class year-round destination, delivering a forward-looking responsible approach to tourism development. This affords opportunities for East Lothian to contribute and benefit from the key investment areas including DDI, cycling and culture. Scotland Outlook 2030 is the national tourism strategy which aims to deliver responsible tourism for a sustainable future. East Lothian should continue to collaborate towards achieving this goal building on the destination offer and assets to sustainably grow a responsible visitor economy in the interest of communities, businesses, and visitors.

Delivery

Proposed initial actions in support of the Vision, Goals, and Objectives have been grouped into five Action Areas. Following approval of the strategy, officers will finalise an operational Delivery Plan that will provide full details of the actions East Lothian Council and its partners will take to deliver the strategy and vision. It will include a finalised list of prioritised actions they will take forward, with an allocated lead service or partner, delivery timescale, financial model and funding sources, and performance measure against each action. The Delivery Plan will be a dynamic document that is kept under review with progress reported to the East Lothian Partnership Governance Group by the Connected Economy Group.

Action Areas

1. Business Creation and Growth

Actions to develop new enterprise and employment sites, to prepare for the future of work through accessible workplaces and co-working spaces across the county, to focus on the creation and growth of socially and environmentally responsible business and to develop more local and circular supply chains.

Proposed Actions:

Invest East Lothian - Branding and Marketing - Develop an 'Invest East Lothian' proposition, brand, and product offer, including website, logo, and related promotional tools. Work in partnership with Scottish Enterprise, Scotland Development International and others to promote East Lothian as a business location for local, regional, national, and international entrepreneurs, inward investors, and high growth businesses, including strategic sites at the Edinburgh Innovation Park and Cockenzie. Focus on propositions that will increase domestic employment and local supply chains and are socially and environmentally responsible and promote community wealth building.

East Lothian Incubation and Co-working network - Support the development of a network of incubation and co-working spaces for new and growing enterprises across East Lothian by providing advice and guidance to interested parties around suitable sites, building availability, and tenant identification - link to the Council and other Anchor Institution asset rationalisation processes where appropriate.

Progressive Procurement – East Lothian Anchor Institutions should set up a group to enable commissioners and procurers to have a dialogue around community benefits in the design and procurement of services, to share learning, and to scope the potential for joint procurement and wider joint working. Develop programmes to support SME access to public sector procurement.

Rural Potential - Supporting Development - East Lothian Council to provide via its new Local Development Plan support for rural developments of appropriate scale for East Lothian, including space for enterprises in rural and coastal areas, rural / agricultural diversification, and locally owned clean energy.

Business Finance - East Lothian Investment Ltd. - Continue to be a values-driven, fit for purpose, investment fund, supporting more local businesses with their growth aspirations at the right time with the right offering. Adapt offering and operating model to ensure sustainability of the fund with ongoing support of ELC while seeking new sustainable and complimentary partnerships.

Commercial Development - East Lothian Land Ltd. - Build the ELL Board's diversity and competence as a key enabler to making sustainable use of existing ELL capital together with external capital for projects which in turn encourage investment and growth across East Lothian businesses.

2. Training, Skills, and Employment

Actions to help get people into employment, enable access to training and skills, attract and retain talented people, build lifelong learning, support those furthest from employment, prepare for the future of work, and promote fair work practices.

Proposed Actions:

Direct Recruitment - Working with employability services, Anchor Institutions to review recruitment policies and practices to increase opportunities for employment and recruitment to recruit locally and where appropriate from priority groups such as young people, people with disabilities and long-term health problems, people experiencing poverty, people with caring responsibilities.

Advancing Fair Employment and Just Labour Markets - Use the adopted Community Wealth Building Charter to ensure East Lothian Anchor Institutions are accredited Scottish Real Living Wage

employers and support advancement of fair employment and a just labour market, roll out the Charter to the wider public, private, and third sectors.

English Speakers of Other Languages (ESOL) - Deliver SQA accredited qualifications through a hybrid delivery model, employability support to meet the specific needs of ESOL learners (including migrants and refugees). ESOL delivery also includes informal language learning to enhance integration into our local communities.

Community Benefit in Procurement – Negotiate with contractors the delivery of a range of employability outcomes and pathways including work experience, employment, and associated qualifications including sector specific certificates.

3. Communities and Place

Actions to support thriving and district communities, vibrant town and rural centres, promote heritage and culture, and to encourage greater community involvement in economic development, including exploring opportunities for asset transfer, plural ownership, and social enterprise.

Proposed Actions:

Land and Asset Review and Asset Transfer Action Plan - East Lothian Council and other Anchor Institutions should undertake a review of their assets and land that includes current ownership/use, agreed investment plans and future aspirations/needs. The reviews should seek to identify opportunities to use these assets in a more effective way and for potential sustainable transfer to others. A review should also be undertaken to identify land in East Lothian that is not owned by ELC or Anchor Institutions that has the potential to be utilised to build community wealth. Following this, develop an Asset Transfer Action Plan (based on the outcome from the Land & Asset review) to accelerate the sustainable transfer of assets to Social Economy Organisations including employment spaces, visitor assets, and community and cultural assets.

Develop an appropriate mix of housing - Support the delivery of the Council's LHS to ensure that the local housing system delivers economic development. This may include the development of community led and place-based approach to housing investment; and actions to stimulate the supply of affordable & mid-market; first time buyer; rural and short term let accommodation. Investigate the economic impact, benefits, and disbenefits of the EL housing system.

Place Based Regeneration - Town Centres - Support and reinforce our town centres through considered and coordinated regenerative activity, including heritage-led regeneration activity within conservation areas. Consider how to secure funding and develop and prioritise investment and regeneration plans for towns and villages in conjunction with the development of LDP2 and Local Place Plans.

Maximise Benefit of MFPS - Work to secure economic benefit from the Musselburgh Flood Protection Scheme, including local supply chain, community benefits in procurement, active travel and transport, and additional regeneration outcomes for Musselburgh town centre.

4. Infrastructure

Actions to improve East Lothian's public transport, road and rail infrastructure, broadband, and mobile connectivity; and, to ensure that the development of community and utilities infrastructure keeps pace with the rate of house building and industrial development.

Proposed Actions:

Cockenzie Site - Develop and implement a technical masterplan for the Cockenzie site, exploring opportunities to develop the site for net zero energy and economic / employment development, as well as a wider access, greenspace and landscape framework for the site. Technical study will reflect opportunities and constraints of the site and identify potential development parcels and servicing/infrastructure requirements and subsequent costs.

Blindwells sites - Oversee the development of the employment space elements associated with the current allocated Blindwells site (BW1) ensuring this leads to a sustainable place-making with high-value employment opportunities for residents, recognising this need complement delivery at the nearby Cockenzie site. Into the longer term, consider the benefits of an expansion of Blindwells as a location where strategic employment opportunities may be delivered.

Edinburgh Innovation Hub and Park - Delivery of the Edinburgh Innovation Hub and the wider Edinburgh Innovation Park on land next to Queen Margaret University. Support the delivery of the Edinburgh Innovation Hub, and the future development the wider Edinburgh Innovation Park on land adjacent to the QMU campus that will attract and support innovation-led enterprises.

New strategic sites - Work with site owner/operator, national agencies, and local communities to develop a phased plan for the regeneration of new strategic sites as and when these become available. This could potentially include the Torness Power Station once it enters decommissioning in 2028; land around Tarmac; and the sustainable redevelopment of ELC sites such as Prestongrange Heritage Park and Levenhall with a focus on commercialisation and revenue development.

5. Developing Key Sectors

Actions to support a successful and sustainable visitor economy; to continue development of the area's food and drink sector; to target innovation and opportunities in the clean energy sector; and to improve provision of healthcare, social care, and childcare.

Proposed Actions:

Visitor Levy Feasibility - Undertake feasibility research and consultation to explore the cost / benefits and potential opportunities of implementing a visitor levy scheme as a mechanism for funding future visitor economy activity and other core support services / infrastructure provided by ELC.

Net Zero Skills Accelerator - Work with Edinburgh and South East Scotland Regional Prosperity Framework partners to assess the feasibility of establishing a Net-Zero Skills Accelerator Hub location in East Lothian. This would address green skills requirements in a variety of sectors and to grasp future 'green' job opportunities, including in renewables, retrofit, agri-environment, wider land-use, and nature.

Heating & Powering Businesses and Communities - Support the delivery of the actions in the Local Heat & Energy Efficiency Strategy which have the potential to support economic development in East Lothian. These include the opportunities to develop heat networks and associated jobs and supply chains.

East Lothian Food, Drink, Hospitality & Leisure Sector Development Programme - Develop targeted interventions to support food, drink, hospitality & leisure sector businesses to access new markets, including building partnerships between local providers, public sector organisations and visitor destinations, and routes to market to showcase opportunities for East Lothian, attractions, businesses, and produce.

Agritourism - Work with the sector to promote and advise those already operating or interested in diversifying into agritourism. Ensure that work to develop the next Local Development Plan considers how such developments can be enabled. Provide advice to support farm businesses who are looking to diversify into other sectors, including retail, hospitality, and accommodation (including short-term letting to grow bedstock).

Cycling & Walking Tourism - A programme to support businesses to enhance their cycling and / or walking tourism facilities. This could include investment in new secure covered cycle / walking kit storage; new open cycle parking, sheltered cycle parking; drying rooms / boot cleaning; enhancement to existing cycle / walking product offer; and e-bike charging facilities. Work to maximise the potential of existing routes and product and link to the Regional Prosperity Framework and enable opportunities for cycling and walking tourism to be factored into any wider infrastructure development.

Appendix A Community Wealth Building Charter

East Lothian Community Wealth Building Charter

Community Wealth Building is a people-centred approach to local economic development. It redirects wealth back into the local economy, helps to address inequalities and puts control and benefits in the hands of local people.

Community Wealth Building uses the economic levers available to Anchor Institutions to develop resilient, inclusive local economies with more local spend and fair employment, as well as a larger and more diverse business base, ensuring that wealth is more locally owned and benefits local people.

Anchor Institutions are tied to a particular place by their mission, histories, physical assets, and local relationships. They are organisations that have an important presence in a place, usually through a combination of being largescale employers, the largest purchasers of goods and services, controlling large areas of land and / or fixed assets in the locality.

Examples of Anchor Institutions include local authorities, NHS Boards, universities and colleges, large local businesses, the combined activities of the community and voluntary sector and housing associations.

Anchor Charter Mission Statement

To commit to long-term collaboration between East Lothian Anchor Institutions, supporting shared Community Wealth Building goals to improve collective wellbeing and create a strong, resilient, and inclusive local and regional economy. This includes a commitment to the embedding of Community Wealth Building principles and reporting on progress to the East Lothian Partnership.

The Partnership will:

- work with, and encourage, wider local and regional Anchor Institutions in Community Wealth Building initiatives.
- share highlights, success stories and promote best practice among Anchor Institutions and stakeholders.
- monitor the implementation of the East Lothian Community Wealth Building Charter
- review policy and practice to deliver a more inclusive economy.

We commit to this Anchor Charter to deliver Community Wealth Building in East Lothian through these Pillar Purposes, Objectives, and Pledges

Pillar Purpose	Pillar Objective	Pledges
Procurement: We commit to using our spend to support a diverse local business base		
Maximise economic, social, and environmental benefit for the community through development of effective local supply chains comprising local SMEs, employee-owned businesses, social enterprises, cooperatives, and other community owned enterprises.		Commit to undertaking supply chain and spend analysis and work towards increasing local spend where possible.
		Proactively engage with other Anchor Institutions to align procurement strategies and to identify and progress joint procurement opportunities, whilst supporting local businesses to bid and respond to these opportunities.
Fair Employment: We commit to being a fair employer		
Create fair and meaningful employment opportunities by paying the living wage, recruiting from, and supporting people from priority groups into fair and sustainable employment, and building progression routes for workers.		Work towards becoming a Scottish Living Wage accredited employer.
		Seek to recruit locally and from priority groups where appropriate e.g. young people, people with long-term health problems, people experiencing poverty, people with caring responsibilities.
		Commit to providing secure, safe employment, addressing wage gaps (gender, racial or ethnic, age, disability) and developing strategies for in-work progression and wellbeing support for all.
		Follow the Fair Work Convention ensuring workers have an Effective Voice, Opportunity, Security, Fulfilment, and Respect.
Land and Assets: We commit to the productive use of our land and assets to support local communities and enterprises		
Support equitable land development and ownership models, including the imaginative use of assets for community and wider social and economic use.		Undertake an asset review to identify opportunities for Community Wealth Building.
		Proactively support communities who wish to use or develop underutilised assets.

Plural Ownership: We commit to supporting plural ownership of the local economy	
Advance inclusive economic ownership models such as local SMEs, employee-owned businesses, social enterprises, cooperatives, community enterprises and mutually owned companies and thus enable more wealth generated locally to stay within the community.	Proactively engage with communities to co-produce local services and initiatives.
	Commit to facilitate opportunities for local SMEs, employee-owned businesses, social enterprises, cooperatives, and community owned enterprises to participate within local supply chains.
Financial Power: We commit to harnessing and growing local wealth	
Increase flows of investment within local economies by harnessing wealth that exists and is generated locally.	Seek to invest in ethical, environmentally sustainable, local economic development opportunities.
	Support and promote progressive finance initiatives including local credit unions.
	Encourage staff and service providers to shop locally and ethically, supporting 'Keep it Local' campaigns.
Climate Change: We commit to tackling the climate and nature emergency	
Take immediate and sustainable action to reduce carbon and greenhouse gas emissions and tackle the nature emergency.	Commit to a timescale for achieving net zero carbon and greenhouse gas emissions.
	Support and encourage environmentally sustainable supply chains.
	Develop and support strategies to support sustainable communities and our natural environment and biodiversity through, for example, capital investment projects, active travel, sustainable energy generation.

Appendix B Summary of Approach

Stakeholders

In the vision statement above 'local economy stakeholders' refers to any organisation with the potential to support the delivery of this vision. It includes:

- All Council departments.
 - The six area partnerships.
 - Community Councils.
 - Community groups.
 - Elected representatives (Councillors, MPs and MSPs).
 - National agencies (including Skills Development Scotland; Scottish Enterprise; Zero Waste Scotland; VisitScotland; Play Scotland; and Scottish National Investment Bank).
 - Edinburgh and South East Scotland City Region Deal Partners (including City of Edinburgh Council; Scottish Borders Council; Midlothian Council; West Lothian Council; Fife Council; University of Edinburgh; and the Scottish and UK Governments).
 - Key employers and industry representative groups.
 - Local business, employability, and organisational support agencies (including Business Gateway; East Lothian Works; and Third Sector Interface).
 - Education providers (including schools; Queen Margaret University; and FE colleges in nearby Council areas).
 - Healthcare, social care, and childcare providers.
 - Tourism businesses (including visitor attractions; hospitality providers; and activity providers).
 - Landowners and developers.
 - Utility service providers.
 - Charities and social enterprises.
- 'People' refers to any individual who lives, works, or studies in East Lothian.
 - 'Communities' refers to any group of people in East Lothian who either live in the same area or share a common interest; and the organisations that represent them.
 - 'Enterprises' refers to self-employed individuals; companies; charities; and social enterprises.

Principles

The strategy is to be delivered in a way that is sustainable and fair, that builds community wealth, and contributes to an enterprising and resilient net zero transition. We provide more explanation of what is meant by each of these principles below:

Table A1: Principles Underpinning This Strategy

Principle	Examples
Enterprising	<ul style="list-style-type: none"> • Develop people and skills • Leverage and develop strategic assets

	<ul style="list-style-type: none"> • Enhance business support services • Active networking and innovation • Prepare for the future of work • Digital connectivity and data driven innovation
Thriving and Resilient	<ul style="list-style-type: none"> ▪ Spreading the benefits of our tourism and energy assets ▪ Retaining and supporting our young people ▪ Thriving and distinctive communities ▪ Conserving and managing natural capital ▪ Developing financially sustainable models of support ▪ Building resilience to future technological, environmental, demographic, and financial change
Community Wealth Building	<ul style="list-style-type: none"> ▪ Plural ownership of the economy ▪ Making financial power work for local places ▪ Fair employment and just labour markets ▪ Progressive procurement of goods and services ▪ Socially productive use of land and property
Green and Sustainable	<ul style="list-style-type: none"> ▪ A net zero and sustainable Council ▪ Promoting active travel and sustainable transport ▪ Energy efficient homes, buildings, and investment in green infrastructure ▪ Resource efficiency and a route to zero waste ▪ A low carbon, sustainable and green economy ▪ Creating a more circular economy ▪ A healthy and resilient natural environment ▪ Encouraging low carbon lifestyles
Fair	<ul style="list-style-type: none"> ▪ Improving access to healthcare, social care, childcare and early years support ▪ Fair and equitable access to employment opportunities ▪ Improving income equality and addressing the east-west divide ▪ Equal access to services and addressing the urban-rural divide ▪ Providing affordable, energy efficient and desirable homes for all ▪ Providing employment, housing, and leisure opportunities for all

Beneficiaries

The strategy sets out a shared vision to enhance East Lothian’s natural environment and give all East Lothian’s, people, communities, and businesses the support they need to reach their potential and achieve their goals. The table below provides details of how it will do this.

Table A2: The Four Beneficiary Groups This Strategy Will Support

It will help East Lothian’s environment by:	It will help East Lothian’s people by:	It will help East Lothian’s communities by:	It will help East Lothian’s businesses by:
<ul style="list-style-type: none"> ■ Promoting a culture of sustainable development that protects the biodiversity, landscape, and water resources (e.g. river conservation) that attracts people and enterprises to East Lothian 	<ul style="list-style-type: none"> ■ Increasing the number of people working in full time and higher skilled jobs ■ Improving pay, working conditions, and offering more meaningful work to citizens ■ Providing more flexible work opportunities at more accessible locations ■ Improve travel around East Lothian and surrounding area ■ Providing greater access to training and development opportunities for people at all life stages ■ Supporting sustainable destination management 	<ul style="list-style-type: none"> ■ Taking actions to help engage and empower communities to take on a greater role in shaping their future ■ Identifying and spreading good practice, and developing more innovative approaches to community ownership ■ Building strong and resilient towns and rural communities ■ Ensuring that people of all ages and socio-economic backgrounds have equal access to opportunities ■ Helping our communities become more connected, both digitally and physically 	<ul style="list-style-type: none"> ■ Increasing provision of flexible and accessible workspaces and commercial land ■ Helping businesses to innovate; grow; diversify and access new markets ■ Attracting new inward investment into East Lothian, with a particular focus on anchor businesses with potential to help develop local supply chains ■ Helping businesses attract and retain more local talent within East Lothian ■ Maintaining and growing East Lothian’s reputation for quality and supporting excellence in the key sectors of tourism, food and drink and renewable energy ■ Promoting a socially responsible business base with connected and circular local supply chains

Levers

East Lothian Council and its partners will deliver this strategy by making effective use of all the levers they have access to. These include:

Table A3: Levers Which Will Support This Strategy

Lever	Examples	Lever	Examples
Assets	<ul style="list-style-type: none"> ▪ Public estate and public infrastructure ▪ Natural capital ▪ Visitor infrastructure (assets and accommodation) ▪ People assets (innovation and enterprise) ▪ Scottish Government Local Visitor Levy ▪ Skills assets (schools, university, FE partnerships) ▪ Strategic sites (Cockenzie, Edinburgh Innovation Park, Edinburgh Innovation Hub, Blindwells) 	Innovation	<ul style="list-style-type: none"> ▪ Arms-length companies ▪ Community asset transfers ▪ Cooperatives ▪ Social Enterprises ▪ Business Improvement Districts
Connectivity	<ul style="list-style-type: none"> ▪ Travel (bus, rail, road, active travel) ▪ Transport hubs ▪ Broadband / fibre ▪ Mobile / 5G ▪ Utilities 	Investment	<ul style="list-style-type: none"> ▪ Capital and revenue ▪ Procurement and local markets ▪ Scottish National Investment Bank ▪ Private investors ▪ Grants and loans ▪ Energy Sector Community Benefit Payments ▪ Efficiency and energy savings ▪ Developer contributions ▪ UK and Scottish Governments
Partnering	<ul style="list-style-type: none"> ▪ The East Lothian Connected Economy Group ▪ Queen Margaret University ▪ Edinburgh College and Borders College ▪ Community Wealth Building Action Group ▪ Third Sector Interface ▪ NHS Lothian ▪ Scottish Police, Fire and Ambulance Services ▪ Community Planning Partnerships ▪ Key Employers ▪ Key Tourism Enterprises ▪ Strategic Landowners ▪ East Lothian Housing Association ▪ Community Councils and Community Groups 	Influence and Interest	<ul style="list-style-type: none"> ▪ Planning system (approvals process and Local Development Plan) ▪ Council strategies (Poverty, LHS, Local Heat and Energy Efficiency) ▪ Procurement policy ▪ Employment practices ▪ City Region Partnerships ▪ CWB Charter