



COSLA

Christie Commission

Case Studies

Christie Commission: 10th Anniversary

The below case studies help to illustrate some positive examples of the Christie recommendations in action at a local level. We have framed the examples under each of the four 'Pillars' which Christie identified should inform future working. Many of the examples illustrate several of the 'pillars' simultaneously.

- i) Reforms must aim to **empower individuals and communities** receiving public services by involving them in the design and delivery of the services they use
- ii) Public service providers must be required to work much more closely in **partnership, to integrate service provision** and thus improve the outcomes they achieve
- iii) Priority given to expenditure on public services which **prevents negative outcomes** from arising
- iv) The whole system of public services – public, third and private sectors – must become **more efficient by reducing duplication and sharing services** wherever possible

[For the most up to date list of these projects visit the COSLA website.](#)

Reforms must aim to empower individuals and communities receiving public services by involving them in the design and delivery of the services they use

a) Participatory Budgeting - Dundee

'Dundee Decides' was the biggest participatory budgeting project undertaken by any Council in Scotland in relation to its mainstream budget, with citizens empowered to make decisions about spending over £1 million on projects such as play areas, pedestrian crossings, pavements, lighting and planting.

The process involved community engagement throughout, including the selection of projects, a community conference to shape the ideas, and support for people to vote for their preferred projects in a range of settings, including targeted assistance to overcome barriers such as access to IT, language and health. A comic, a film and social media were among the approaches used to widen participation, which saw over 11,000 people voting on their priorities.

Independent evaluation by PB partners said: "Dundee Decides has been an outstanding success, in terms of pioneering the development and delivery of a pilot mainstream PB programme and will hopefully serve as an inspiration to other Local Authority areas." The project won a COSLA Gold Excellence Award.

Over 75% of those completing feedback questionnaires said it was the first time they had taken part in decisions in their community, and work continues to embed Participatory Budgeting as 'normal business' within Dundee City Council.

b) Anchor, Early Action System Change – Shetland

The aim of the Anchor project is to facilitate learning and action that demonstrates the value of family-led problem solving and early intervention. The expectation is the learning will lead to system change which puts families at the centre of decision-making and directs resources towards early action rather than crisis management. The objectives of Anchor are:

- To facilitate family-led problem-solving with those families engaged with anchor
- To record and share learning on barriers and opportunities to family-led problem solving and the value of early intervention; and
- To demonstrate the potential value of system change, and facilitate system change through stimulating either small incremental changes or step-changes.

In year one the priority for Anchor was to make substantial progress against the project's first objective of working with families and its second objective of recording and sharing the learning from family-led support. By focusing on these objectives Anchor aimed to create a solid foundation that would enable progress towards its third objective – system change – as the project matures.

In its first year Anchor has established effective processes and practices for working with families. The 'Anchor approach' has been thoroughly welcomed by families and the schools involved. The approach adopted by Anchor has generated positive outcomes and impacts for the supported families. The number of families supported has been relatively small, eight in total, but each engagement has generated a wealth of information that can support Anchor to achieve its overall goal of system change.

Anchor works with supported individuals to break-down the challenges they are facing as a family unit into issues for which specific action can be taken or support can be sought. Anchor works directly with families to support the family but, more importantly, so that evidence can be gathered on where system change might be implemented to improve the outcomes for many more families.

[Further information is available here.](#)

c) Family First – East Renfrewshire

In East Renfrewshire, the Family First team work with parents across the authority to help develop confidence and increase their skills by building on their strengths and supporting them to make links within their local community. As a direct result of Family First intervention and support, 56% of these families improved their family circumstances, their wellbeing and increased their knowledge by being involved in a variety of parenting approaches and wellbeing programmes.

A further 20% of parents increased their financial knowledge, which led them to engage with the Council's Money Advice & Rights Team, Citizens Advice Bureau, local third sector providers and Social Security Scotland. This approach increased family wellbeing and prevented things from getting worse. (242 families were supported in East Renfrewshire via Family First in 2019/20).

d) Financial Inclusion Support Officer in Schools (FISO) – Glasgow

Glasgow City Council are currently running a Financial Inclusion Support Officer (FISO) project aimed at embedding Financial Inclusion support into a school setting. The foundations of this

project are based on listening to parents and community groups with lived experience of poverty and using data to identify need and service gaps.

The aim is to look at new ways to tackle child poverty aimed at targeting the three main drivers of Child poverty, the cost of living, maximising entitlement to generate income from social security benefits and income from employment. The programme is education centred in that the advice by a named FISO is taken to the parents by the schools using the "support for families" booklet and engagement with the FISO and advice is encouraged using social media and group call facilities through the individuals schools.

The primary purpose of this pilot is to support families and alleviate poverty, by providing one to one support for parents and families in the fields of welfare rights and debt reconciliation. New direct referral pathways have been introduced to further enhance the focus on reducing child poverty through the main drivers; A direct referral pathway to employability support has been introduced, offering parents access to training and education, help to start their careers or a move towards better paid employment. They have also introduced Digital supports in recognition of digital inclusion and the barriers it presents.

After a 12 month pilot with 4 secondary Schools, the programme is currently in 13 secondary schools in the city with the aim of rolling it out to the remaining 17 secondary schools over a 12 month period. To test potential future provision 2 primary schools and 1 assisted learning school are also benefiting from the service.

Over the course of Phase 1, 790 families engaged with the service and 257 of these families are now in a better financial position.

e) Community Asset Transfer - East Ayrshire

Ownership or control of land and buildings is a powerful tool for communities to drive change and achieve their own goals. In the first place it provides a base for activities and services that might not otherwise be accessible to members of a particular community, and can provide jobs, training and bring income to the local area. More widely, it can provide stability and sustainability for the community organisation, allowing them to develop new initiatives and support other developing groups, and it can create a stronger sense of community identity, cohesion and involvement.

The Community Empowerment (Scotland) Act 2015 moves forward from this voluntary approach by the public sector, and introduces a right for community bodies to make requests to all local authorities, Scottish Ministers and a wide-ranging list of public bodies, for any land or buildings they feel they could make better use of. Community bodies can request ownership, lease or other rights, as they wish. The Act requires those public authorities to assess requests transparently against a specified list of criteria, and to agree the request unless there are reasonable grounds for refusal. This shifts the balance of power clearly towards the community body, and ensures that asset transfer is available throughout Scotland.

A dedicated team within Vibrant Communities was established to support the Community Asset Transfer (CAT) process across East Ayrshire. This involves the transfer of the responsibility of an asset from the Council to a community group or voluntary organisation. The approach has attracted interest from other local councils in Scotland and Northern Ireland. Following adoption of the Community Asset Transfer policy in October 2012, 55 CAT applications have been approved including community facilities and areas of green space as well as sports facilities for football, boxing and karate. The CAT process presents local groups and communities with unique opportunities to get involved in running facilities and delivering services; empowering them to help themselves and create a more sustainable future.

Public service providers must be required to work much more closely in partnership, to integrate service provision and thus improve the outcomes they achieve

a) Ayrshire Roads Alliance – East and South Ayrshire

The Ayrshire Roads Alliance, delivers shared Council roads and transportation services to communities across East and South Ayrshire. The Alliance is governed by a joint committee of elected members from the two Councils, with the service being led by East Ayrshire Council. It delivers roads services including roads maintenance, winter maintenance, design and infrastructure, traffic and transportation and road safety.

The shared service ensures a consistent standard of service delivery while improving service efficiency and resilience, against a backdrop of reducing public sector budgets. The Ayrshire Roads Alliance is responsible for: the maintenance of public roads, bridges, footways and footpaths; street lighting; traffic calming and road safety; roads design and structural design; parking enforcement and mobility; bus infrastructure and interchange facilities; winter maintenance.

The Ayrshire Roads Alliance is the first of its kind in Scotland and reflects the recommendations of the Christie Commission. The Ayrshire Roads Alliance is a radical, sector-leading partnership expected to yield savings of more than £8m over the next ten years, through reduced management and administrative costs plus better deals for larger orders.

[Further information is available here.](#)

b) REACH – Perth and Kinross

REACH is multi-disciplinary team that provides intensive support to families with multiple complex needs, where there is a significant likelihood of the young person (aged 12-18) becoming accommodated away from home.

The multi-disciplinary approach brings together a range of professional expertise (Children's Services, Education, and NHS Tayside) into one team and allows young people to benefit from a wide range of specialist support in one place. This helps to minimise delays in getting the right help at the right time, and reduces the need for young people and families to be referred to multiple agencies.

REACH integrates care and outreach support and provides intensive, coordinated and flexible support to young people and their families within their own homes and communities. It also supports rehabilitation of young people into their family home and/or community, and aims to provide evidence based assessment and interventions that support families and young people to: develop resilience; develop problem solving skills; reduce risks; improve overall family functioning; and empower families.

The contribution of the REACH team in avoiding the need for young people to become accommodated in external residential placements is already evident. There has been a reduction in the number of residential placements from 27 in July 2017 to 11 in July 2019. The number of placements reduced by 50% between August 2017 and August 2018 due to a concerted effort to return young people to community placements and improved monitoring of decision making for young people.

c) *Community Planning Partnership Anti-Poverty Strategy 2018-2023 – West Lothian*

The West Lothian Anti-Poverty Strategy sets out how the Community Planning Partnership will address poverty at a local level. The strategy aims to:

- protect people in West Lothian from the worst extremes of poverty and deprivation
- enable and empower people to access opportunities to become financially resilient
- tell a different story about poverty and increase understanding and reduce the stigma
- work collaboratively with partners, and use collective voice to lobby the Scottish and UK Government to bring about change

The strategy was approved by the Community Planning Partnership Board in September 2018 and from there, a strategy scorecard and action plan have been developed. The scorecard measures performance against eight outcomes and indicators are tracked against targets to ensure good progress is being made toward outcomes. Progress against target for a number of indicators has been affected by the ongoing impact of Covid-19. Despite this, the majority of indicators have scored green during the 2020-21 reporting period with many targets met or exceeded.

A key element is to work with practitioners on the front line to gather their views, experience and knowledge of what works, what needs developed and where there are gaps. An anti-poverty practitioners' groups meets bi-monthly to consider how to ensure that activities within the annual action plan support the delivery of the strategy's outcomes. Evidence from those with lived experience is gathered through surveys, webinars, zoom meetings and from practitioners who are working with customers and this is reflected in the actions taken within the plan.

The governance of the strategy is overseen by the Anti-Poverty Task Force which provides strategic guidance and policy oversight and is responsible for the co-ordination, implementation, delivery and evaluation of actions considering public sector funding constraints, economic uncertainty and the welfare reform agenda. The Task Force is chaired by a councillor nominated by the Task Force and it reports to the West Lothian Community Planning Board. This includes regular updates on the progress of defined actions or programmes of work that have been agreed with the Council and the Community Planning Partnership. Membership on the Task Force is drawn from relevant partners in West Lothian who have a remit and interest in alleviating poverty and includes Department of Work and Pensions/Social Security Scotland, voluntary sector organisations, organisations from West Lothian Community Planning Partnership and councillor representation from the Community Planning Board.

d) *STRIVE – Clackmannanshire*

'Safeguarding through Rapid Intervention (STRIVE) is a multi-agency, public sector team working together to improve the existing system of safeguarding vulnerable individuals within Clackmannanshire on the cusp of statutory intervention. Sharing crucial pieces of information at the earliest opportunity between trusted partners means practitioners are better able to "join the dots" to understand the overall vulnerability of cases and share knowledge of existing support and interventions underway: this better informs the most appropriate action, reduces the likelihood and impact of people experiencing crisis and reduces the intensive resource required by services.'

An evaluation of STRIVE was undertaken in March 2021 by Vanguard Scotland Ltd. Benefits of STRIVE identified are: preventing homelessness by supporting individuals and families to obtain and sustain new or more suitable tenancies; improving financial security by undertaking immediate

financial assessments, improving access to benefits entitlements and access to further education and employability; reducing police involvement; providing a rapid, direct pathway from the STRIVE table to mental health and wellbeing supports; reducing alcohol and drugs use; keeping families together; supporting those fleeing domestic violence; improving fire safety in the home; and arranging support to undertake household tasks.

e) Live Life Aberdeenshire

In the initial stages of the coronavirus pandemic Live Life Aberdeenshire, which delivers sports and cultural services on behalf of Aberdeenshire Council, quickly brought together a team to develop an alternative offering for communities which could be accessed online.

Bringing digital library services, exercise sessions, virtual tours, make-and-do activities, local history and more together into one place on the Live Life Aberdeenshire website for the first time, it is designed to be a one-stop virtual shop of creativity and activity.

Teams across sports, libraries and culture seized the chance to showcase some of our services and to maintain a connection with our communities. Team members quickly adapted to the new concept, coming up with new and innovative ideas and collaborating in difficult circumstances to deliver the best possible opportunities.

Content is aimed at families and individuals, with a wide range of engaging, entertaining and informative activities and resources for all ages to enjoy, be inspired and keep active while staying at home.

From tutorials about the anatomy of a squid from the team at Macduff Marine Aquarium to strength and balance exercises aimed at older adults, not to mention the vast range of digital library services available through the portal, new opportunities have continued to be added throughout the pandemic. As the area has moved through different phases of restrictions, reopening and closing facilities and services, it's been an important part of Live Life Aberdeenshire's offering to the local area which continues to develop. Some events which could not take place physically were successfully moved online as part of the project. This included the popular Across the Grain festival which featured a programme of interactive and participatory activities, specialist talks and showcased new work by creatives linked to its theme of celebrating the uniqueness of the local Doric culture and music traditions.

It's also helped Live Life Aberdeenshire accelerate plans for the development of its services in local communities, allowing teams to be more innovative and explore new ways to connect with local communities, delivering opportunities not tied into delivery from fixed sites. The online service also catalysed greater confidence in the teams for improved cross-service delivery, re-imagining how to better engage in each other's areas of work and co-produce programmes and learning activities which have more impact and meaning.

All of this has been against a challenging background, including the deployment of team members into roles supporting critical services across the area at various stages of the project, such as working in care homes, delivering food and medicines to vulnerable people, producing Personal Protective Equipment for frontline workers and manning coronavirus helplines.

[View the Live Life @ Home portal here.](#)

Priority given to expenditure on public services which prevents negative outcomes from arising

a) Occupational Therapy – Five Step Programme – Shetland

Shetland have adopted a 5 step process to help with handling referrals which has resulted in positive feedback from staff and users. The five-step triage process provide a way to work through waiting lists while keeping flexibility, putting more onus onto the client to get more information. A big part of the change has been about bringing in a culture change, moving away from waiting on providing everyone with a specialist occupational therapy assessment, and instead to see how else they can be supported. The team at Shetland have been able to cut their waiting list down from 100 to 20 and has received positive feedback from users.

b) Welfare Rights Advisers in GP surgeries – Dundee

Dundee City Council's Advice Team successfully co-located welfare rights advisers in GP practices, becoming an integrated part of the service for patients in their local communities.

Patients' concerns are often wrapped up alongside money worries and how they can afford to meet needs that stem from their medical conditions. Linking early with people when illness or disability strikes, the advisers used the access to medical records facilitated by co-location to secure over £1.5 million in extra income in the initiative's first 5 years, helping to improve health and wellbeing, reduce stress and provide funds for improved diet.

The project links with client need at a much earlier stage than is traditionally the case, frontloading assistance and linking the patient's case immediately to their medical records. The service is free and GPs do not charge the advisers for use of their rooms. Working side by side, NHS and Council services can tackle patients' medical and socio-economic needs. Benefit applications include more detailed information and allow decision makers to make informed assessments with less need for reviews or appeals.

Results far exceed those from traditional advice work. For every £1 spent on the service, £38 has been generated in client financial gains, compared to traditional advice service returns of £12-15 per £ spent. This initiative won the Chair's award at the COSLA Excellence Awards.

c) Shifting the balance of care – Looked after Children – Edinburgh

The Looked After Children Transformation Programme (2013-18) was successful in meeting its aim to shift the balance of care from high cost secure, residential and purchased foster care to early intervention, increased numbers supported with parents and extended family and Edinburgh Council foster carers.

This was done through investment in: strengthening universal Early Years services, parenting support programmes, Prepare, Family Group Decision Making (described below), Integrated Family and Household Support service (described above), Vulnerable Babies project, Multi Systemic Therapies and an increase in-house foster care capacity. These interventions were supported by focused scrutiny of practice through practice evaluation sessions.

The initiative was successful, achieving annual savings of over £3.7M by 2018, a reduction in the overall number of looked after children and an increase in kinship care (note that subsequent

challenges – including the arrival of unaccompanied asylum-seeking children, which have to be accommodated – are being addressed through a second programme).

Details of two of the interventions noted above are:

- Prepare Team is a multiagency specialist team that works with approximately 25-35 pregnant women a year with significant substance misuse issues who are not engaging with mainstream services, it is funded by NHS Lothian, EADP (Edinburgh Alcohol and Drug Partnership) and the City of Edinburgh Council.
- Family Group Decision Making is a collaborative engagement with families to develop the broadest supportive network and develop an action plan, used in a large number of sites, UK and beyond; evidence from evaluation - "not a magic bullet" but good practice and potentially better outcomes for the child.

d) Early Intervention and Tackling Inequalities - East Lothian

Early intervention and tackling inequalities are key priorities for East Lothian Council and the East Lothian Partnership. The Council and its partners recognise the need to deliver a step change in how services are provided; moving from a model of public services that focuses on crisis intervention, to a model that concentrates on preventing failure at the earliest opportunity.

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

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

The Council and key partners including the NHS, Police Scotland and third sector organisations have collaborated in the Musselburgh Total Place Project which has culminated in the establishment of a new Family Focus Service which will use an early intervention and prevention approach to working with the most vulnerable families in the Musselburgh East area.

e) Inclusion as Prevention – South Lanarkshire

Inclusion as Prevention (IaP) is examining services for children and young people who are at risk of offending, and for their families, with the intention of re-shaping those services to make them as helpful, understanding and effective as possible.

Launched in South Lanarkshire in 2019 and funded by the National Lottery Community Fund, Inclusion as Prevention is a partnership between South Lanarkshire Council, Action for Children, the Children's and Young People's Centre for Justice and Dartington Service Design Lab.

It is envisaged that the project could have an impact far beyond the county's borders. Beginning in Rutherglen and Cambuslang, it aims to use what is learnt there to later expand throughout South Lanarkshire.

The whole system of public services – public, third and private sectors – must become more efficient by reducing duplication and sharing services wherever possible

a) Glasgow and Clyde Valley City Deal

Inverclyde Council is one of the member local authorities of the £1.1 billion Glasgow and Clyde Valley City Deal, the largest in the UK and the first of its kind in Scotland. This is one of the most significant funding arrangements to take place in Scotland and is funding major infrastructure projects and greatly add to the value of the wider local economy over the next 20 years. City Deal investment in Inverclyde is relates to 3 major projects:

- **Greenock Ocean Terminal** As part of the City Deal, Inverclyde Council and Peel Ports are building expansion of the quayside and delivery of a new visitor centre to further expand Greenock as the cruise ship capital of Scotland. The new cruise visitor centre project will include additional visitor opportunities with a new gallery and arts space in partnership with the George Wyllie Foundation and a new restaurant.
- Inchgreen is a partnership project between Inverclyde Council and Peel Ports. It seeks to promote, make market ready and secure key sector investment in the site at Inchgreen in Greenock. It involves the redevelopment of a brownfield site, development of underutilised quay assets and the Inchgreen dry dock to offer a dedicated on shore marine hub.
- Inverkip is a joint infrastructure and development project by Inverclyde Council and Scottish Power which addresses the restricted network and junction capacity on the A78 trunk road at four locations in and around Inverkip. The project will release investment and secure the development of a major 20 hectare brownfield site identified in the Local Development Plan particularly around the former Inverkip Power Station site to create in excess of 600 houses and 6,000 sq m of commercial retail space. The anticipated cost of the public works is £3.25m with additional Private Sector investment expected.

Work across all three projects has been subject to unavoidable delay due to Covid-19, and in the case of the Greenock Ocean Terminal, additional difficulties have been encountered due to the contractor entering administration in 2020.

b) Locality Operational Groups (LOGS) – Edinburgh

This approach started in response to the COVID pandemic. Third sector and the Council staff work together for the benefits of children and families, using an asset-based, dynamic approach, focusing on problem solving. – dynamic, iterative. There is one LOG in each locality, coming together once a week for up to an hour to address problems and find solutions, giving a real-time understanding of what's happening, raising the profile of challenges like digital inclusion.

It has proved to be an effective way of joint working with a different relationship between the Council and third sector, where members attend to bring their expertise, knowledge etc to solve

problems. It is also a highly effective at rapid intelligence gathering – ask a question one week, get back a solid response from across the network by the next (credible, effective, action/solution orientated, effective joint working). and all report into a Task Force and then to the Children’s Partnership.

Set up during COVID, the work of the LOGS has highlighted existing challenges and the intention is to continue to focus on working together to address these entrenched longer- term issues.

c) Locate in Midlothian

Locate in Midlothian was launched in 2020, Midlothian is the fastest growing local authority in Scotland in terms of population and house building. As a council they have launched their new Midlothian Strategy for Growth 2020-2025, which sets out the economic vision and key priorities for Midlothian helping local business, employers and those locating in Midlothian to have a clear sense of the opportunities available. This plan was co-developed with a range of partners from the business, third sector and local communities. Youth Work in East Ayrshire

Youth work delivery in East Ayrshire is delivered in partnership and collaboration with three 3rd sector organisations - Yipworld, Barnardos and The Zone. These organisations deliver youth work in their local respective localities providing a high standard of youth work to young people supported by their local knowledge and connection of what to deliver and when to deliver. Five years ago, the council went through a youth work review in partnership with their local partners. It was identified that local providers provided a greater knowledge of their areas and the needs of young people with these areas. The partnership with these organisations is strong and ensures that young people are receiving the best service locally.

d) West Lothian Food Network

The West Lothian Food Network (WLFN) was formed in May 2020 to support households experiencing food insecurity. Funding was secured from West Lothian Council to support the development of WLFN through the provision of a co-ordinator and to develop an annual food action plan. West Lothian Food Bank was appointed as the co-ordinator of the Network with the aim of reducing the number of households experiencing food insecurity and reducing the amount of food waste going to landfill.

Over the past year, WLFN has grown from 26 to 38 community food providers covering all nine wards within the council area; this includes the development of seven new community food pantries and one new community fridge.

WLFN has created a centralised food hub where food from Fareshare, local community food growers and over 30 local businesses has been donated. The food is a mixture of ambient, fresh and frozen and includes dairy, baked goods, meat, fish, vegetables and fruit. The warehouse space has been tripled to support this development and there are four vans delivering food to community food providers and to service users throughout the week. 127T of surplus food has been diverted from going to landfill. The network purchases food from local businesses which has, in turn, supported them to be able to bring back staff from furlough.

WLFN has secured funding of £470K to support 4,092 people each week to access food parcels, cooked meals, community pantries and community fridges. Of those experiencing food insecurity: 77% was due to financial issues, 11% due to being vulnerable through ill health/shielding, 11% through being marginalised through domestic violence/mental health/homelessness/addiction and

1% who had COVID symptoms. Those accessing the network have their dietary and cultural needs catered for and also have access to baby goods, toiletries, cleaning and sanitary products.

A core element of delivery is to embed the Food with Dignity principles seeking the views of those who access the services to help shape delivery. All of the organisations which are part of the network refer customers to welfare advice and are part of the On-line Tracking and Referral system to ensure that referrals are made quickly, securely and effectively to a range of local support and help. WLFN was a finalist in the Third Sector Partnership Category of the 2020 Public Service Awards.

e) In the Footsteps of Kings – Fife

A partnership project between Fife College, Fife Council Employability, Tourism and Mardles to deliver a pilot project which has created a work-based opportunity for over 25 secondary school pupils studying an FA in Business Skills.

f) Sustainable Economy Partnership - East Lothian

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

The Strategy has two strategic goals; to increase the number of businesses with growth potential; and, to increase the proportion of residents working in, and contributing to, East Lothian's economy – and five objectives:

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

[For the most up to date list of these projects visit the COSLA website.](#)