



REPORT TO: East Lothian Integration Joint Board

MEETING DATE: 20 February 2025

BY: Chief Officer

SUBJECT: Review of the East Lothian IJB Strategic Plan

1 PURPOSE

- 1.1 To inform the Integration Joint Board (IJB) of the planned approach to reviewing the current East Lothian IJB Strategic Plan and developing a new Strategic Plan to cover the period of 2025-2030.

2 RECOMMENDATIONS

The IJB is asked to:

- 2.1 Agree the planned approach and timescales for carrying out a review of the current IJB Strategic Plan as outlined in the body of the report, noting the key points at which the IJB will be directly involved in the process.
- 2.2 Agree the planned approach to consultation and engagement as described in the appended draft Consultation and Engagement Plan.
- 2.3 Approve the proposal that the Strategic Plan cover an extended period of five years from 2025 to 2030, with a review taking place in year three as required by the statutory guidance.

3 BACKGROUND

- 3.1 Under the Public Bodies (Joint Working) (Scotland) 2014 Act, Integration Joint Boards (IJBs) are required to develop a Strategic Plan setting out arrangements for carrying out the integration functions in their geographic area. Whether developing a new Strategic Plan, or revising an existing Plan, IJBs must include details of how arrangements for carrying out delegated functions reflect the integration delivery principles and contribute to the achievement of the national health and wellbeing outcomes defined by the Scottish Government.

- 3.2 It is proposed that the revised Strategic Plan cover an extended period of five years from 2025 to 2030 in order to support a more long-term approach to strategic planning. There is a requirement under the Statutory Guidance that Strategic Plans be reviewed at least every three years. To reflect this, a review will be carried out towards the end of year three of the Plan. This will consider any changes to the local or national context the IJB is operating within and will seek the views of the SPG as to whether any changes are required.
- 3.3 The Strategic Planning Group (SPG) will play a key role in the review of the Strategic Plan as defined in the Integration legislation. The proposed approach and timescales were discussed and approved at the January 2025 meeting of the SPG.
- 3.4 Specific requirements regarding engagement related to the development of Strategic Plans are outlined in the Statutory Guidance, in summary these are:
- Ensure the Strategic Planning Group is involved from the outset.
 - Develop and agree a Communication and Engagement Plan at an early stage.
 - Carry out initial engagement with the SPG to inform the development of a draft strategic plan.
 - Once an initial draft of the Strategic Plan has been prepared, seek the SPG's feedback and make any changes required to develop a second 'Consultation Draft'.
 - Send the Consultation Draft to the local authority, Health Board, and prescribed groups¹ for comment, and also consult more widely to ensure that anyone with an interest has the opportunity to participate and express their opinion.
 - Take into account the views gathered through consultation when finalising the Strategic Plan.
- 3.5 A plan has been developed reflecting these statutory requirements, but also including plans for wider engagement, and identifying the points at which the IJB will be involved – this is shown in the table below, **with IJB engagement highlighted in bold text**). It is anticipated that a final version of the Strategic Plan will be presented to the December 2025 meeting of the IJB for approval.

¹ As defined in the Public Bodies (Joint Working) (Prescribed Consultees) (Scotland) Regulations 2014.

Summary of IJB Strategic Plan Review Activities / Timescales

Stage	Details	Timescale
Stage 1 - Initial key stakeholder engagement focusing on high level elements of the Strategic Plan (Vision, Strategic Objectives, Strategic Priorities)	<ul style="list-style-type: none"> Initial Engagement Session with SPG (27 February). Engagement with key stakeholders, including IJB members. 	Feb – April 2025
Stage 2 - Development of Consultation Draft	<ul style="list-style-type: none"> Information gathered during Stage 1 used to inform development of a Consultation Draft. Engagement session with SPG on Consultation Draft (5 June). Consultation Draft to IJB for approval prior to wider engagement taking place (26 June). 	May – June 2025
Stage 3 - Engagement on Consultation Draft	<ul style="list-style-type: none"> Wider engagement – further opportunities for key stakeholder engagement (including IJB engagement) and extending to a wider audience so that anyone with an interest has the opportunity to contribute 	July – Sept 2025
Stage 4 - Development of Advanced Draft	<ul style="list-style-type: none"> Information gathered during Stage 3 used to inform development of an Advanced Draft. Advanced Draft to SPG for final feedback. 	Oct – Nov 2025
Stage 5 - Final Strategic Plan to IJB for approval	<ul style="list-style-type: none"> Final Strategic Plan submitted to IJB for consideration / approval. 	Dec 2025
Stage 6 - Completion of feedback loop	<ul style="list-style-type: none"> Communication on publication of IJB Strategic Plan, including report on consultation / engagement feedback and how this is reflected in the final Strategic Plan. 	Jan 2026

4 ENGAGEMENT

- 4.1 Details of consultation and engagement planned in relation to the development of the Strategic Plan are outlined in the draft 'East Lothian IJB Strategic Plan Development – Consultation & Engagement Plan' appended to this report.

5 POLICY IMPLICATIONS

- 5.1 The report relates to the planned approach to revise the current East Lothian IJB Strategic Plan, with a view to developing a revised Strategic Plan to cover the period 2025-2030.

6 INTEGRATED IMPACT ASSESSMENT

- 6.1 An Integrated Impact Assessment (IIA) will be carried out in relation to the final version of the Consultation and Engagement Plan. A further IIA will then be carried out in the autumn once an advance draft of the Strategic Plan has been developed, prior to it being submitted to the IJB in December 2025. Individual IIAs will continue to be carried out in relation to any planned service developments of other activity aimed at delivering the strategic priorities identified in the final IJB Strategic Plan.

7 DIRECTIONS

- 7.1 East Lothian IJB directions will be reviewed and updated as necessary once the East Lothian IJB Strategic Plan for 2026-2030 has been agreed.

8 RESOURCE IMPLICATIONS

- 8.1 Financial – The IJB current and projected financial position will be a key consideration in identifying the strategic priorities defined in its revised Strategic Plan.
- 8.2 Personnel – Current and anticipated workforce challenges will be considered throughout the review, and the Strategic Plan will link to the Workforce Plan (currently under development).
- 8.3 Other – None.

9 BACKGROUND PAPERS

- 9.1 [East Lothian IJB Strategic Plan 2022-25.](#)
- 9.2 [Health and Social Care – Strategic Plans: Statutory Guidance](#)

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East Lothian IJB Strategic Plan Development

DRAFT Consultation & Engagement Plan

Background to IJB Strategic Planning

This document outlines the engagement and consultation activity planned in relation to the development of a revised East Lothian Integration Joint Board (IJB) Strategic Plan for 2025 to 2030.

Under the Public Bodies (Joint Working) (Scotland) 2014 Act, IJBs are required to develop a Strategic Plan setting out arrangements for carrying out the integration functions in their geographic area. Whether developing a new Strategic Plan, or revising an existing Plan, IJBs must include details of how arrangements for carrying out delegated functions reflect the [integration delivery principles](#) and contribute to the achievement of the [national health and wellbeing outcomes](#) defined by the Scottish Government.

Consultation and Engagement Requirements

The [Statutory Guidance](#) on the development of IJB Strategic Plans identifies that:

‘it is imperative that the integration authority shares the draft strategic plan widely and accessibly with those who have an interest in the delivery or receipt of health and social care support within the geographic boundaries of the integration authority’

The Community Empowerment Act (Scotland) 2015 also requires IJBs to work with local communities to plan and deliver services, and to take into account the views and priorities of Community Planning Partnerships.

The role of Strategic Planning Groups (SPGs) in the development of IJB Strategic Plans is clearly defined in the legislation – ‘Integration Authorities must establish a Strategic Planning Group for the purposes in preparing a strategic plan’.

Specific requirements regarding engagement as outlined in the Statutory Guidance are summarised below:

- Develop and agree a Communication and Engagement Plan at an early stage.
- Ensure the SPG is involved from the outset.
- Carry out initial engagement with the SPG to inform the development of a draft strategic plan.
- Once an initial draft of the Strategic Plan has been prepared, seek the SPG’s feedback and make any changes required to develop a second ‘Consultation Draft’.
- Send the Consultation Draft to the local authority, Health Board, and prescribed groups¹ for comment, and also consult more widely to ensure that anyone with an interest has the opportunity to participate and express their opinion.
- Take into account the views obtained through consultation when finalising the Strategic Plan.

¹ As defined in the Public Bodies (Joint Working) (Prescribed Consultees) (Scotland) Regulations 2014 – see Appendix 1.

There are also a number of principles outlined in the Guidance in relation to people having sufficient opportunity to engage, these include:

- Make 'best efforts' to allow groups of people with an interest to participate in order to express an opinion on the draft plan.
- Consider practices to engage underrepresented groups.
- Consider various methods when planning engagement in order to reach target audience.
- Consult with people that IJBs can 'reasonably expect to recognise as representatives of groups with an interest.

Linking with Wider Consultation and Engagement Activity

There are a number of consultation and engagement activities that have taken place recently (over the past 2-3 years), or are currently taking place, that are relevant to the planning and delivery of health and social care services in East Lothian, these include:

- Planning Older People's Services Public Engagement and Consultation (current)
- East Lothian Dementia Strategy engagement (closed).
- East Lothian Independent Advocacy Strategy engagement (closed).
- East Lothian Poverty Plan engagement (closed).
- East Lothian Local Housing Strategy (LHS) engagement (closed).
- East Lothian Local Outcome Improvement Plan engagement (planned).
- East Lothian IJB Equality Mainstreaming Outcomes engagement (current).
- Area Partnership engagement of Local Area Plans and Local Place Plans (ongoing).

In addition, there are a range of other means through which people can feedback on their experience of using health and social care services, as well as on their wider views and priorities.

These activities have generated, and will continue to generate, a significant amount of feedback. This information will be reviewed to identify themes in terms of people's health and wellbeing priorities and, along with further specific engagement, will help to inform development of the IJB Strategic Plan.

Our Approach

We are anticipating 6 main stages to the review of the IJB Strategic Plan – these are shown in the table below, along with consultation / engagement activity planned for each stage.

Stage	Consultation / Engagement Details	Timescale
1. Initial key stakeholder engagement focusing on high level elements of the Strategic Plan (Vision, Strategic Objectives, Strategic Priorities)	<ul style="list-style-type: none"> Initial Engagement Session with SPG (February). Key stakeholder engagement. 	Feb – April 2025
2. Development of Consultation Draft	<ul style="list-style-type: none"> Information gathered during Stage 1 used to inform development of a Consultation Draft. Session with SPG on Consultation Draft prior to launching wider engagement (June). 	May – June 2025
3. Engagement on Consultation Draft	<ul style="list-style-type: none"> Wider engagement – to provide further opportunities for key stakeholder engagement and extending to a wider audience so that anyone with an interest has the opportunity to contribute. 	July – Sept 2025
4. Development of Advanced Draft	<ul style="list-style-type: none"> Information gathered during Stage 3 used to inform development of an Advanced Draft. Advanced Draft to SPG for final feedback. 	Oct – Nov 2025
5. Final Strategic Plan to IJB for approval	<ul style="list-style-type: none"> Final Strategic Plan submitted to IJB for consideration / approval. 	Dec 2025
6. Completion of feedback loop	<ul style="list-style-type: none"> Communication on publication of IJB Strategic Plan, including report on consultation / engagement feedback and how this is reflected in the final Strategic Plan. 	Jan 2026
Engagement will continue to inform the delivery of strategic priorities and the formation of Annual Delivery Plans linked to the IJB Strategic Plan.		Ongoing

What We Are Asking

Stage 1 Questions

For Stage 1, the engagement questions will cover the following broad areas, with additional sub-questions / prompts to be added (wording still to be agreed to ensure accessibility):

Q1 – What are the main challenges / opportunities for the IJB as it develops its Strategic Plan for 2025-2030.

Q2 – Looking at the strategic objectives in the current IJB Strategic Plan, are they still the right ones in terms of the strategic development of health and social care services for East Lothian?

Q3 – Now looking at the current strategic delivery priorities under each of the objectives, do these reflect what needs to be prioritised over the next five years to deliver the relevant strategic objective?

Q4 – The current Strategic Plan also identifies a number of 'Enablers' - these are the things that are needed to enable to delivery of the Strategic Plan (*list here*). Is there anything else we should add to the list of Enablers? What are the challenges / opportunities in relation to each of the Enablers (if not already highlighted in Q1).

Q5 – Is there that has not been covered in the previous questions that needs to be reflected in the IJB Strategic Plan?

Stage 2 Questions

For Stage 2, we will be asking people for their feedback on the Consultation Draft. The draft will be available on the East Lothian Consultation Hub, split into sections (for example, there will be a section on each strategic objective) so that respondents can either feedback on the full draft, or just on the sections they are most interested in.

Prompt questions will be included for each section, along the same lines as the Stage 1 Questions (above), although respondents will also be able to just submit more general feedback. There will also be options to submit feedback via other means (e.g., in writing, via email, or verbally).

Engagement Pack

An 'Engagement Pack' will be available to help provide context and present evidence to inform people's thinking when taking part in the IJB Strategic Plan engagement. This will include summary information on the following, along with links to where additional information can be found:

- Summary of the current IJB Strategic Plan outlining the strategic objectives; strategic delivery priorities; and enablers.
- Summary of the Joint Strategic Needs Assessment (JSNA), with a link to the full JSNA – providing information on demographics, population health, wider determinants of health, etc.
- High level summary of progress and performance in relation to the current IJB Strategic Plan (linking to the full Annual Performance Reports for the years covered).
- Summary of the financial position, highlighting challenges and detailing financial recovery activity to date.
- Details of recent engagement exercises / activity, with a summary of feedback themes.

- Infographic on key local and national strategies and legislation (existing and anticipated), with links to further information.
- Summary of NHS Lothian and East Lothian Council's strategic objectives / priorities – with a link to NHS Lothian's Local Strategic Development Framework and the Council Plan.
- High level summary of challenges and opportunities.

An additional summary / easy-read resource will also be developed providing an alternative option for audiences who have more limited involvement in IJB business.

Engagement Methods

- **Self-facilitated engagement sessions by groups** – using the Engagement Pack (see above); talking points / prompts sheet; facilitator guide; and response form (electronic with option for other formats on request).
- **Facilitated engagement sessions** – using the materials described above, but with facilitation support from HSCP Officers.
- **Informal / less structured engagement sessions** – using an alternative, easy-read pack developed to support less structured, informal conversations about priorities for health and social care.
- **Consultation Hub** – Consultation Draft to be available on the East Lothian Consultation Hub, along with Engagement Pack materials. Respondents given the option to respond to the whole Plan or in relation to specific sections using the online form, or in writing, via email, or verbally.
- **Additional methods** – once the full range of stakeholders has been agreed, consideration will be given to any additional methods required to ensure that all groups and individuals are able to be involved in the engagement process, taking into account any specific needs, and ensuring that there are no barriers to participation.

Communication

The primary aims of communication related to the review of the IJB Strategic Plan are to:

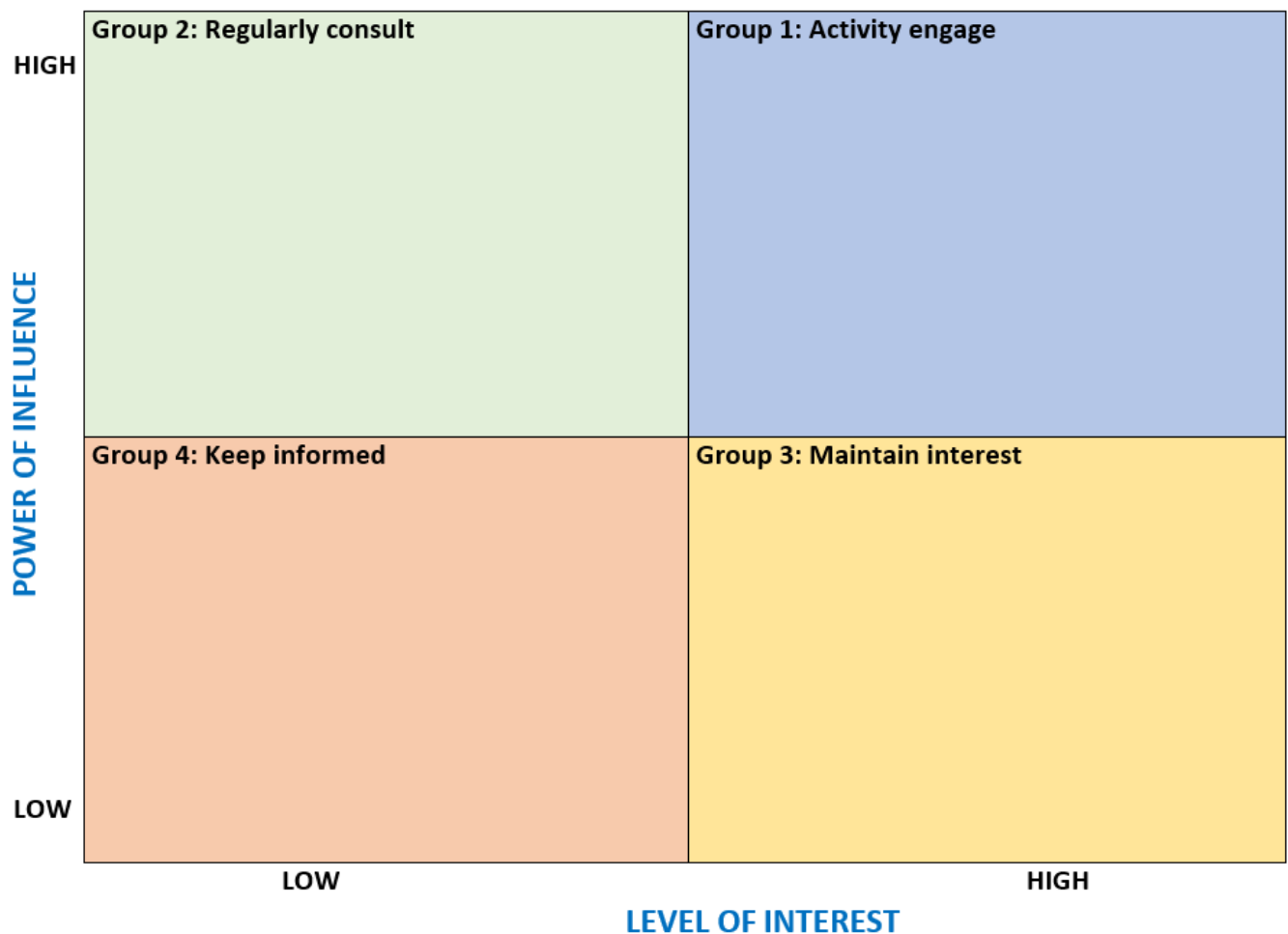
- Drive awareness of the Strategic Plan engagement activities.
- Effectively communicate the different stages of the engagement process.
- Promote opportunities and actively encourage participation from stakeholder groups at each stage of the engagement process.
- Provide transparent reporting and feedback on each stage of the development.

A detailed Communication Plan is being developed identifying communication planned at each stage of the engagement process; target audiences; and communication methods and materials. This will include the development of an engagement materials providing clear and accessible information on the health and social context; the role of the IJB; the purpose of the Strategic Plan; the East Lothian picture; known challenges; etc.

Who We Plan to Engage

* Stakeholder matrix to be developed and included here. This will make use of the extensive stakeholder list already in use by the Partnership, as well as considering any additional stakeholders and including the 'prescribed groups' defined in the legislation.

Blank Matrix – for illustration only



Integrated Impact Assessment

The Public Sector Equality Duty (PSED) requires IJBs to carry out Equality Impact Assessments of their Strategic Plan.

An initial Integrated Impact Assessment (IIA) will be carried out an early stage in relation to the Consultation and Engagement Plan.

A further IIA will then take place once of the Advanced Draft Plan prior to its submission to the IJB for approval in December 2025.

Individual IIAs will then be carried out on an ongoing basis as required to consider the impact of any service development or activity planned in relation to IJB strategic objectives and delivery priorities.

Appendix 1 – Prescribed Groups

Prescribed groups defined in Statutory Guidance:

- Users of health care
- Carers of users of health care
- Commercial providers of health care
- Non-commercial providers of health care
- Health professionals*
- Social care professionals*
- Users of social care
- Carers of users of social care
- Commercial providers of social care
- Non-commercial providers of social care
- Non-commercial providers of social housing
- Third sector bodies carrying out activities related to health or social care