

IJB Strategic Plan Development 2025-2030

Developing the aims and objectives for health and social care services

What is the East Lothian Integration Joint Board?

East Lothian Integration Joint Board (IJB) is responsible for the planning and commissioning of a range of community health and social care services in East Lothian (these are referred to as 'delegated services' and are shown in the background information table below).

The IJB is required to develop a Strategic Plan outlining its strategic direction and key objectives for the delivery of these delegated services.

The IJB issues directions to the East Lothian Health and Social Care Partnership, which brings together teams across East Lothian Council and NHS Lothian who work side-by-side to deliver health and social care services in line with the IJB's Strategic Plan. Some services are also delivered on a commissioned basis (by private contractors and third sector partners) or are delivered by NHS Lothian wide managed services.

Learn more about the role of the IJB in this short explainer video:

[What is the IJB?](#)



Developing the IJB Strategic Plan

The Strategic Plan sets out the IJB's strategic objectives and delivery priorities for the next 5-years (2025-2030) and provides a framework for IJB decision making, including in relation to the use of financial and other resources. The Strategic Plan is also important in terms of communicating the IJB's strategic priorities to staff, partners, and other stakeholders.

Details of the activity planned to deliver the Strategic Plan objective is contained in the Annual Delivery Plan – this is reviewed annually and updated in response to any new developments or changes, including to reflect the IJB's financial position.

The Strategic Plan explains:

- the context in which the plan exists, such as the current social, economic, demographic and health challenges of East Lothian,
- the anticipated needs of the local population, based on available evidence and local data and
- how the IJB aims to focus its decision-making and allocate the available resources to ensure service delivery meets the health and social care needs of the people of East Lothian.

The strategic planning process and how you can participate

The IJB is required to produce its strategic plan in cooperation with the community. This means asking for ideas, feedback and comments on the content of the plan throughout its

development. The IJB must carefully consider the views of the community when putting together its final strategic plan and explain its decisions.

Stakeholder engagement on the current strategic plan draft has been underway since late 2024 through the Strategic Planning Group and via other channels. Feedback received has led to the co-creation of a set of draft aims and objectives. In August, September and October 2025, this engagement will extend to everyone in East Lothian to gather community opinions on whether the IJB has understood community needs and priorities for health and social care.

Where can you find information about the draft strategic objectives?

- In this engagement information pack.
- [On the strategic plan 2025-2030 webpages. www.eastlothian.gov.uk/elhscp/strategic-plan](http://www.eastlothian.gov.uk/elhscp/strategic-plan). The webpages contain resources and information about the draft aims and objectives and the process to develop them so far. Easy Read format is available. Other formats available on request to meet everyone's communication needs.
- You can ask questions that are not answered in this pack or on the website by contacting ELHSCP staff members that are coordinating the plan via the engagement-hscp@eastlothian.gov.uk email address. If you do not use email, you are welcome to ask someone to help you send an initial message and we will contact you with the answer in a method that suits your needs (via telephone, in British Sign Language, in an Easy Read format, braille etc).

Who can participate?

- Anyone living in East Lothian.
- People representing, participating in or working for groups or organisations that support people in East Lothian.
- Staff that work for ELHSCP, East Lothian Council, NHS Lothian and would like to express their views on the draft objectives in relation to delivering the health and social care services to the community.

You can have your say by:

- Filling in the online survey on the draft aims and objectives (delivery outcomes) of the plan. <https://eastlothianconsultations.co.uk/adult-wellbeing/ijb-strategic-plan-engagement>
- Discussing this topic with groups that you attend and filling in the attached questionnaire to offer ideas, comments or feedback. Please return to engagement-hscp@eastlothian.gov.uk.
- Contacting engagement-hscp@eastlothian.gov.uk to participate in a format that suits your communication needs.
- An [Easy Read version of the strategic planning process](#) is available online here.

Participation timelines

Participation is open now and closes on **31 October 2025**.

East Lothian Context

Demography and population

- The projected population increase from 2018-2043 is estimated at 15% (approx. 16,000 people)
- The largest growth will be in the older population groups (40.8% in over 65 years, and 93.4% in over 75 years)
- An increase in the older population is of particular significance in terms of their higher use of health and social care services. 77% of people receiving social care support in Scotland are 65 and over.
- The rise in the proportion of people living with multiple long-term conditions (MLTCs) (21.3% in 2022 census) has been identified as one of the most significant challenges facing health services, both currently and in the coming decades.

Health inequalities

- There is a strong relationship between life expectancy and deprivation, with higher deprivation being linked to lower life expectancy.
- There are a range of drivers that impact health and wellbeing outcomes:
 - Social and economic factors (40%): education, employment, income, family and social support, community safety,
 - Environment (10%): housing, transportation, air and water quality
 - Health behaviours (30%): alcohol, smoking, drug use, diet, physical activity, sexual activity
 - Health and social care (20%); access to care and quality of care
- IJBs have a lead role in the strategic planning and commissioning of accessible, good quality local health and social care services, as well as working as part of a wider system approach to improving health and wellbeing.

Financial context

- Across the country IJBs continue to face pressure on budgets, having to achieve savings year on year.
- East Lothian has already made difficult decisions regarding service provision. However financial projections indicate further savings and reductions will be required in the future.
- The IJB are focused on delivering services within budget while ensuring that services continue to reduce harm and keep people safe.
- Continuing to invest in prevention and early intervention approaches to support people to live healthy lives and self-manage their conditions, has been identified as priority to mitigate the likely rise in service demand resulting from demographic pressures.




Background information

Health and Social Care delegated services

The services that East Lothian IJB directs (delegated services) include:

Acute and Ongoing Care <ul style="list-style-type: none">• East Lothian Community Hospital• Internal care homes• Hospital at home• Care at home Services	Adult Social Work <ul style="list-style-type: none">• Care home assessment and review team• Duty / adult social work• Community review team• Justice social work• Mental health officers	East Lothian Rehabilitation Service <ul style="list-style-type: none">• Discharge to assess• Discharge without delay• Community rehabilitation• In-patient rehabilitation• Fall prevention service• Physiotherapy service• Occupational therapy service	Community, Mental Health and Learning Disabilities <ul style="list-style-type: none">• Adult day services• Adult learning disability services• Community mental health team• Intensive Home Treatment Team• Psychological services• CWIC mental health• Substance use service
Nursing and Quality <ul style="list-style-type: none">• District Nursing• Care home nursing team• Palliative care• Health visiting team• School nursing	Planning and Performance <ul style="list-style-type: none">• Strategic planning• Performance and improvement• Commissioned service• Workforce and organisational development• Communications and engagement	Primary Care <ul style="list-style-type: none">• GP Contract (supporting medical practices)• HSCP managed primary care services including:<ul style="list-style-type: none">○ Care When It Counts (CWIC) Service○ Community Treatment and Care Service (CTACS)○ Pharmacotherapy○ Vaccination Programme○ Community Link Worker Service	

What are the proposed Strategic Objectives?

Strategic Objectives	1. Transform or significantly change services to meet the needs of the population with resources available 	2. Prioritise prevention, early intervention and self-management measures 	3. Reduce health inequalities 
Strategic Delivery Priorities	<p>1.1 Continuing to shift the balance of care from hospital to community settings.</p> <p>1.2 Delivering services that are ‘outcome focused’ planned around individual’s needs and reflecting what is important to them.</p> <p>1.3 Develop a Primary Care Strategy reflecting current and projected demand identifying key priorities for development and investment.</p> <p>1.4 Developing Community Mental Health Services to support the shift of mental health provision from acute to community settings.</p> <p>1.5 Work with third sector partners to deliver new and innovative services.</p> <p>1.6 Develop the use of digital technology to enhance and transform services.</p> <p>1.7 Develop services to meet the projected demand for palliative and end of life care.</p> <p>1.8 Working with partners in the Lothian Health and Social Care System to deliver shared priorities and identify opportunities for collaboration.</p>	<p>2.1 Delivering services that support people to remain active and independent.</p> <p>2.2 Right care, in the right place, at the right time.</p> <p>2.3 Responding to the increase in people living with multiple long-term conditions.</p> <p>2.4 Developing a multi-disciplinary approach to the management of frailty.</p> <p>2.5 Improving health and wellbeing from an early age.</p> <p>2.6 Supporting people living with dementia to remain active, socially connected, and supported within their local communities.</p> <p>2.7 Supporting carers’ health and wellbeing to enable them to continue in their caring roles.</p>	<p>3.1 Working with partners to support a whole system approach to tackling health inequalities.</p> <p>3.2 Delivering services that contribute to reducing inequality.</p> <p>3.3 Prioritising service delivery at the level needed to keep people safe and to reduce the risk of harm.</p>

Developing the IJB Strategic Plan 2025-30

Engagement Questions

- 1. Please tell us about this group.** (Please give reference to type of group e.g. support / social / providing official function/capacity, general age range of participants, any relevant medical conditions / concerns e.g. dementia friendly group)

- 2. Do you agree the strategic objectives will meet the needs of the people of East Lothian?**

- 3. Do you have any comments or feedback on what is being prioritised?** *(If relevant, please reference the strategic objective and/or delivery priority your comment relates to).*

- 4. Do you have any suggestions as to how we can improve the strategic objectives and/or delivery priorities?**

- 5. Any other further comments?**

Please return this survey to engagement-hscp@eastlothian.gov.uk

- You can either enter text directly into this form
- Or take a photograph of written entries and email the photographs to the team.