

REPORT

Edinburgh Strategic Plan

Edinburgh Integration Joint Board

17 December 2024

<p>Executive Summary</p>	<p>The public consultation for the most recent iteration of the Edinburgh IJB’s strategic plan ended in September 2025.</p> <p>The key findings from a thematic analysis of the feedback from the public and other stakeholder consultation included a feeling that the strategy was overly optimistic in the current financial climate, that it lacked detail and did not cover the full breadth of IJB responsibilities.</p> <p>The strategic plan has now been revised in response to the feedback provided and is on the agenda for the Strategic Planning Group’s (SPG) next meeting in January to receive detailed scrutiny.</p> <p>The IJB are asked to authorise a further round of public consultation on the revised Strategic Plan subject to approval of the revised draft by the SPG in January.</p> <p>The finalised version of the Strategic Plan would return to the IJB for approval following the latest round of public consultation.</p> <p>The timetable proposed is the only realistic means of enabling the Strategic Plan to receive the appropriate scrutiny from all stakeholders and return to the IJB for approval before the new financial year.</p>
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<p>Recommendations</p>	<p>It is recommended that the Edinburgh Integration Joint Board:</p> <ol style="list-style-type: none"> 1. Note the feedback provided from the consultation of the current draft strategic plan 2. Note that the strategic plan has been revised significantly in response to the feedback received. 3. Approve a further round of public and stakeholder consultation on the revised strategic plan (after the draft’s approval by the IJB’s Strategic Planning Group)
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Directions

Direction to City of Edinburgh Council, NHS Lothian or both organisations	No direction required	✓
	Issue a direction to City of Edinburgh Council NHS Lothian	
	Issue a direction to NHS Lothian	
	Issue a direction to City of Edinburgh Council and NHS Lothian	

Main Report

1. The publication of the most recent Edinburgh IJB Strategic Plan has been repeatedly delayed.
2. The public consultation for the most recent iteration of the strategic plan ended in September 2024.
3. The key findings from a thematic analysis of the feedback from the public and other stakeholder consultation are summarised in figure 1.

Positive Feedback	Areas for improvement
<ul style="list-style-type: none"> • Glad to see the IJB coming forwards with a strategic plan • There was broad consensus around the importance of the four principle strategic priorities • Engagement has been good in the development of the plan 	<ul style="list-style-type: none"> • It has taken too long • It needs to be more concise • It needs to use less jargon • It needs to be more realistic about what is achievable in the current financial climate • The title 'More Good Days' feels unrealistically optimistic • It needs to be clearer about how the plan will address the key strategic risks • It needs to be more explicit about what we are trying to achieve and have more measurable results • It should be clearer about what actions are going to be taken • It needs to be linked with a delivery plan, measurement framework and financial plan • It needs to include the full breadth of IJB responsibilities • It should be aligned with the financial year.

Figure 1.

4. The strategic plan has now been revised in response to the feedback provided.
5. An overview of the revised draft's structure is provided in appendix 1.
6. The intention remains to have a new strategic plan agreed in advance of the start of the new financial year to inform budget setting in an extremely challenging financial climate.
7. Due to the scale of the changes made to the strategic plan, it is recommended that the revised draft undergo a further period of consultation to ensure a shared understanding of the IJB's strategic intent with all stakeholders.
8. Due to the volume of work required to redraft the strategic plan alongside other competing priorities, it was not possible to provide the IJB's Strategic Planning Group (SPG) with a complete draft of the Strategic Plan intended for public consultation for discussion in their last meeting on 27/11/24.
9. As the role of the SPG is to scrutinise items of strategic importance on behalf of the IJB, it is appropriate that the SPG consider the Strategic Plan before the IJB is asked to give its approval to the final document.
10. Achieving this within the timescales available require that the IJB provide approval for a further round of public consultation on the revised draft of the Strategic Plan subject to approval by the SPG at their next meeting on 15th January 2025.
11. The timetable proposed is outlined below in figure 2.

17/12/24	IJB Meeting: Authorisation for public consultation on a draft approved by SPG
15/01/25	SPG meeting: Approval of draft strategic plan for consultation
20/01/25	Launch of consultation
23/02/25	Close of consultation
25/03/25	IJB Meeting: Approval of Edinburgh IJB strategic plan

Figure 2.

Strategic Priorities

Strategic Priorities	X	Key points within report that address strategic priorities
Prevention and Early Intervention	X	
Tackling Inequalities	X	
Person Centred Care	X	.
Managing our resources effectively	X	
Making best use of capacity across the system	X	
Right care, right place, right time	X	

National Performance Indicators

Please note which national performance indicator your report aligns to			X
1. People are able to look after and improve their own health and wellbeing and live in good health for longer.	X	6. People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being.	X
2. People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.	X	7. People who use health and social care services are safe from harm.	X
3. People who use health and social care services have positive experiences of those services, and have their dignity respected.	X	8. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care, and treatment they provide.	X
4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	X	9. Resources are used effectively and efficiently in the provision of health and social care services.	X
5. Health and social care services contribute to reducing health inequalities.	X	Not applicable	

Implications for Edinburgh Integration Joint Board

Financial

12. There are no direct costs associated with the proposal to undertake a further round of public consultation.
13. One of the primary reasons for the redraft is to more closely align the IJB's strategic plan with the realities of providing health and social care services within the available financial envelope.

Risk, legal, policy, compliance, governance, and community impact

14. The severity of financial challenges and the scale of savings that the IJB will be required to realise on an annual basis over the course of the strategic plan increases the risk of a breach in statutory duties occurring.
15. The revised version of the strategic plan is explicit in its aim of meeting statutory duties as far as possible.

Equality and Poverty Impact

16. An Integrated Impact Assessment of the revised strategic plan will be completed prior to seeking final approval by the IJB.

Environment, climate, and sustainability impacts

17. The IJB's role in relation to climate and sustainability is considered as part of the strategic plan.

Quality of care

18. The strategic plan specifies the key metrics for quality of care in relation to each area of IJB responsibility.
19. A more detailed measurement framework will be developed to accompany the strategic plan which will form the basis of future reporting to the IJB and its various groups and committees.

Consultation

20. The previous draft of the strategic plan completed its formal public consultation in September 2024.
21. The strategic plan has been updated in response to the feedback received.
22. Due to the scale of changes made from the previous draft, it is recommended that a further round of public consultation is undertaken.

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Background reading / external references

(Current draft strategic plan in the public domain) [Draft-Strategic-Plan-2024-2027.pdf](#)



Appendix 1

Strategic Plan Structure Plan

Section	Page	Page numbers
	Cover page	1
	Contents Page	2
Background	Foreword	3 - 4
	Role and responsibilities of the IJB	5-6
	Understanding our population	7-8
	Public engagement and development process for the strategic plan	9-10
	Our strategic priorities	11
Prevention and Early Intervention	Our aims for prevention	12
	People transitioning from young people's services to adult services	13-14
	People with health or social care needs that are impacting on their ability to work	15-16
	People who are at risk of being unable to continue caring for others	17-18
	People who are dependent on substances such as alcohol and drugs	19-20
	People with severe mental illness who are at risk of harming themselves or others	21-22
	People with long-term health conditions	23-24
	People with frailty	25-26
	People who have had or are likely to have falls	27-28
	People living in care homes	29-30
	People who are likely to be in their last year of life	31-32
Maximising Independence	Rehabilitation	33-34
	Re-ablement	35-36
Protecting our most vulnerable	People managed under Adult Support and Protection (ASP) legislation	37-38
	People managed under Mental Capacity Act	39-40
	People managed under the Admitted with Incapacity (AWI) Act.	41-42
	Health Inequalities	43-44
Using our resources effectively	Front Door Redesign	45-46
	Primary Care	47-48
	Home First	49-50
	Unscheduled Care	51-52
	Mental Health	53-54
	Learning Disabilities	55-56
	Care Homes	57-58
	Home Care and Day Opportunities	59-60
	Quality	61-62
	Co-production	63-64
Climate Change	65-66	

Note:

- Each topic in the main body of the strategic plan is explored in two pages.
- The first page provides a plain-language summary of the topic area which follows the structure outlined below.

What is the role of IJB in this area? Are there limits of our influence?

What is the national context? What is the relevant policy landscape?

What are the current problems? What strategic risks exist in Edinburgh? How do we benchmark against other areas?

Assessment: What are the priorities to be addressed and why?

- The second page presents a logic model specifying the actions that we intend to take over the next three years in this topic area, what impact we believe this will have and how we will measure our progress.
- This information is presented at a high level to give clarity about what actions will be taken but does not go into ‘how much and by when’ as this will be presented in a more detailed implementation plan and closely linked with a financial plan covering the three financial years of the strategic plan.