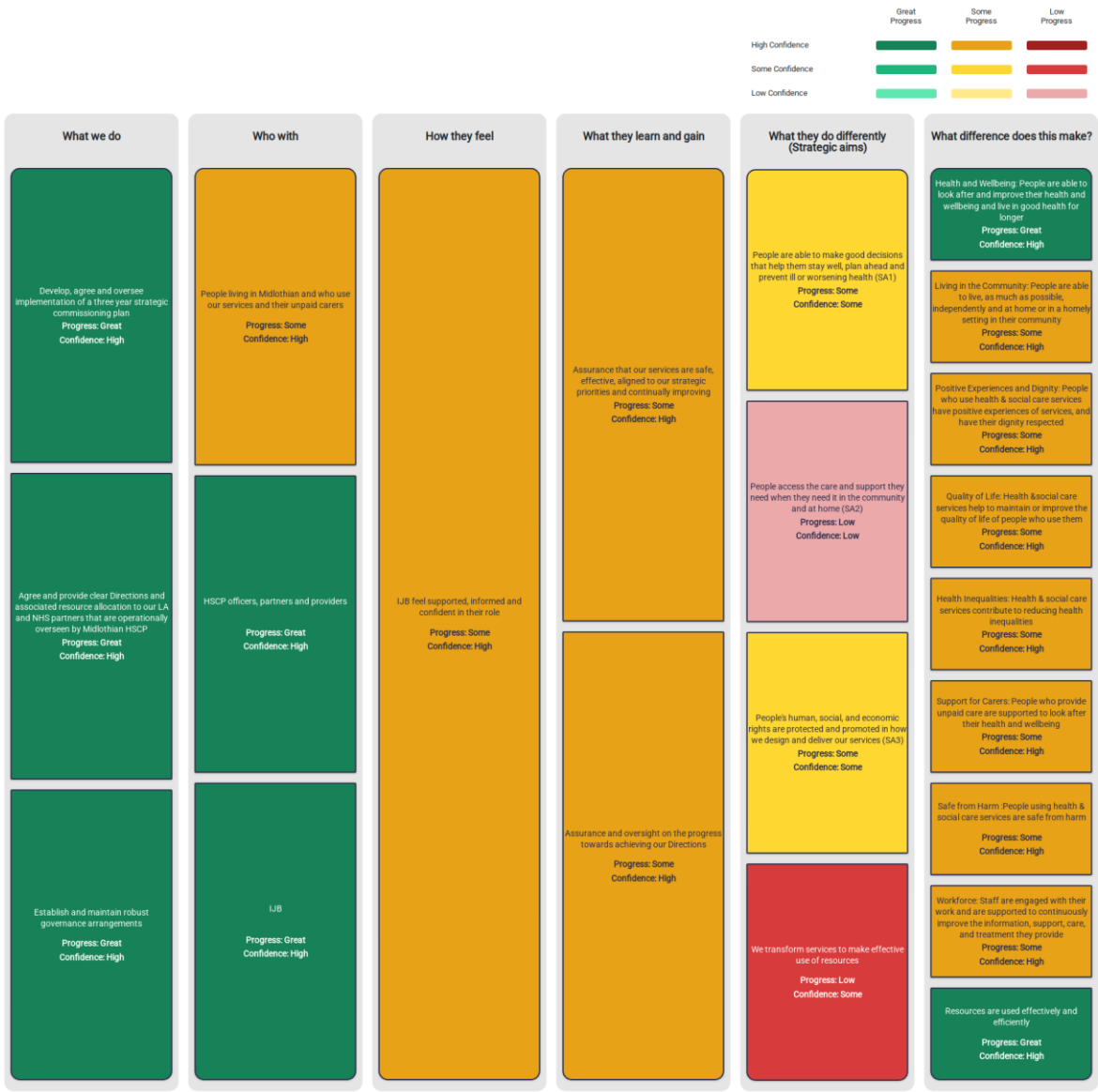
IJB Strategic Governance Map 25/26

Column 4 and 5

Directions part-year reporting and progress towards strategic aims

8th September 2025

IJB Strategic Governance Progress



IJB Strategic Governance

Column 4: What they learn and gain

Assurance and oversight on the progress towards achieving our Directions

Progress: Some
Confidence: High

Progress Towards Directions 2025/26
The use of the integrated Midlothian IJB Strategic Governance Map allows for an aggregated and synthesised account of the progress, challenges and opportunities identified through Group Service level reporting. The progress ratings are an aggregation of information that considers both the progress rating of Head of Service or Professional Lead and confidence in the strength of evidence presented in service plans. This is held in Group Service Reporting Frameworks which have collectively formed the basis of this organisation level analysis of progress.

The operational challenges experienced across Midlothian Health and Social Care Partnership (HSCP) have limited the ability of some services to engage in work beyond the continued delivery of existing service provision or deliver ringfence-funded priority improvement projects. The imperative to achieve significant Financial Recovery Actions across 2023/24 and 2024/25 has also resulted in residual capacity in some areas being utilised to achieve a balanced budget position i.e., the successful resource panel review. Priority, but ringfence-funded improvement projects i.e. the Unscheduled Care Improvement Project, have also resulted in limited capacity to undertake additional actions.

Great progress
The Directions where most progress has been made are the actions most proximal to operational delivery where there is an additional external driver and a well understood imperative to deliver change with strong consensus agreement. This is most frequently related to capacity, demand, or financial recovery targets.
Examples of great progress includes

- the completion of the Home First review,
- a successful review of Resource Panel processes and expenditure

- changes to the coordination delivery of care between acute and community services to improve the experience of people leaving hospital and returning home safely,
- delivery of the Midlothian HSCP Staff Communication and Engagement Delivery plan,
- Lived Experience Panels commenced for the Community Justice Service and Mental Health and Substance Use Service,
- Adult Support and Protection duties have been fully implemented in the services that have a responsibility to deliver this,
- progress towards achieving financial recovery plans,
- targeted work to improve the quality of care for people living with frailty by involving them in decisions about their care and future plans,
- developing the Midlothian IJB Strategic Plan 2025-2035 and accompanying suite of statutory publications,
- the submission to Scottish Government of the Midlothian IJB Integrated Workforce Plan 2025-2028, and
- the development of the Midlothian IJB Participation and Engagement Statement.

Recommendations are for Midlothian IJB to consider and identify where increased progress would be most desirable in the development of Directions for 2026/27

Slower progress

The areas where there has been least progress are the foundational or complex change required to deliver the whole system transformation required to reimagine health and social care as part of a new and sustainable future.

Some examples where progress has been slower are

- some workstreams of the Midlothian HSCP Transformation and Change Programme Board,
- areas of work that are to improve the access to information for services or people and communities where there is an element of digital transformation required,
- the ability of all services to report on their contribution to outcomes for people and communities (not service outputs),
- whole system understanding of the Midway and the availability of training opportunities,
- work where partners are required to provide and change or improvement to systems or data input i.e., availability of protected characteristics, feedback mechanisms,
- limited assurance that objectives have been set to explore and evaluate the benefits and risks of adopting a ‘request for assistance’ approach as an alternative to traditional referral pathways,

- developing a meaningful response to achieve the ambition of the 'Midlothian will be healthier' thematic area of the Midlothian Community Planning Partnership, and
- limited assurance that objectives have been set, or a realistic plan has been developed to ensure consideration of the potential impact on unpaid carers of shifting the balance of care from hospital to home.

Midlothian IJB may wish to consider how to set clearer expectations of both Midlothian HSCP and Partners regarding the pace required to achieve these foundational but potentially slower stream actions.

Other challenges and opportunities

For some Directions, Midlothian HSCP has been unable to influence Partner organisations to take the action required in order to see change. Additionally, work that relied on the availability of the specialist support to interpret complex data, the exploration of potential solutions that require a System Thinking approach to exploring, redefining, co-creating and catalysing change as part of redesign and renewal, or where there are dependencies on skills or data that are not currently available.

Some examples of where other challenges and opportunities have been identified are

- the Social Work and Occupational Therapy service review,
- Hosted Services reporting,
- the Partners' ability to support the technical provision of professional software,
- the Information Management and Governance of Partners' data,
- improving the quality of data input of protected characteristics,
- the provision of consistent feedback mechanisms and analysis to understand and improve people's experiences, and
- initiatives that may not be a priority for one or both Partners i.e., meaningful outcome measurement at service level or new digital innovation.

Midlothian IJB may wish to consider how it can support the ability of Midlothian HSCP to address these challenges and ensure the right systems, skills, and support is made available.

There are opportunities for Midlothian HSCP to improve both efficiency and effectiveness of Group Service reporting by establishing a clear and coordinated approach to progressing the Group Service priorities. It is likely that a more coordinated approach would lead to

faster and more focused collective progress and shared learning. A key enabler of whole system reporting starts the with contribution made by effectively planned and evaluated Service plans and clear data sources.

Midlothian IJB may wish to consider asking Midlothian HSCP to provide ongoing assurance of

- consistent progress ratings that reflect the level of evidence provided by services,
- improved identification of variation between the progress of individual services and the overall organisations progress,
- shared decision making with service areas collectively to establish priority service actions that will achieve the Group Service objective,
- evaluation methods being embedding at the quality planning stage, and
- discussion and regular review to support early identification of any planning, data or evaluation needs.

Midlothian IJB should note that Directions are a small subset of instructions that direct Partners on the priority action required to see progress towards achieving the strategic aims of the Midlothian IJB Strategic Plan 2025-2035. They are strategic in nature and cannot describe the entirety of 'Business as Usual' across the whole of integrated health and social care.

For the purposes of Part Year reporting period ending 8th August 2025, only progress noted by Group Services in relation to their service plans have been included in this analysis. In future, to ensure that the contributions across all of Midlothian HSCP are included in the IJB evaluation of progress towards each strategic aim, information could also be utilised from a range of other sources e.g., Quarterly Reporting to Midlothian Council and NHS Lothian and outcome reporting from Service level outcome maps (where available). By addressing these data gaps, it will be possible to have increased confidence in the decision making at Service, Group Service, HSCP and IJB level in regard to financial and operational redesign and transformation.

Directions under Strategic Aim 1: People are able to make good decisions that help them stay well, plan ahead, and prevent ill or worsening health

Sub-aim 1.1: People can easily find the information they need to make good decisions

Direction 1.3: NHS Lothian and Midlothian Council will support Midlothian HSCP to develop an integrated Public Communication Strategy and Action Plan by December 2025.

Progress: An HSCP project lead has been identified to lead the development of the Strategy, but work has not yet commenced. Group Services are awaiting guidance from the lead in Executive Business Management to progress this. The Nursing Group Service has reviewed and updated information available to service users. The AHP Group Service are beginning a test of change to trial a self-referral option for patients.	
Rating of progress and confidence: Low progress; low confidence.	**Group services with identified objectives:** Adult services, AHP, Nursing, Executive Business Management, Strategic Planning and Performance.

Direction 1.4: 1.4 Midlothian Council and NHS Lothian will support Midlothian HSCP to undertake a review to inform the redesign and/or refresh of all publicly available information to support self-management, early intervention and prevention in a way that is compliant with our duties relating to accessibility by December 2025. This should include the alignment with the Model Publication Scheme and specifically include: • consistent use and application of the Midlothian IJB 'Writing for Publication Style Guide', • assurance all service information is person-centred and meaningful from the perspective of those it is intended to support, • a review of the Midlothian Health and Social Care website pages to ensure compliance the Equality Act 2010 and accessibility standards, • the development of consistently presented online and paper service information resources, and • links with both partners website, information, and signposting provisions.	
Progress: A preferred option for the website has been agreed with the HSCP ELT, and timelines are being revised in line with the ongoing service review within the Executive Business Management Group Service. Other Group Services are committed to supporting this process and awaiting further co-ordination of this work. During this period, service information has been updated on public facing websites by the Adult Services and AHP Group Services, and the Strategic Planning and Performance Group service have produced and revised a 'writing for publication style guide'.	
Rating of progress and confidence: Some progress; some confidence.	**Group services with identified objectives:** Adult services, AHP services, Nursing, Executive Business Management, Strategic Planning and Performance.

Sub aim 1.2: People achieve the things that matters most to them, and our services are confident of what our contribution is to their success.

Direction 4.1: NHS Lothian and Midlothian Council will support the HSCP integrated services to demonstrate how feedback informs service continual improvement redesign by December 2025.	
Progress: The Adult Services Group Service have undertaken a range of activities related to this Direction, for example, the Justice Service is routinely using Forms to seek feedback from service users, and lived experience panel reporting has been circulated to groups and stakeholders. While this indicates progress, there has not been a formal review to provide a guiding structure for this area of work. The AHP Group Service has made ongoing improvements to the functionality and security of the GAF application, including a live dashboard and data visualisations for real-time insights, with ongoing workforce development around contributing to this and drawing from it at service level. Actions are progressing to establish Community Appointment Days (CAD) across AHP services. The Nursing Group Service are focusing on feedback around antenatal services, using QR codes to gather patient feedback. The Group Service has identified a challenge around identifying and capturing feedback, as regular discussion about the service is integral to day-to-day conversations with patients.	
Rating of progress and confidence: Some progress; some confidence.	**Group services with identified objectives:** Adult services, AHP, Nursing.

Direction 4.2: NHS Lothian and Midlothian Council will support Midlothian HSCP to develop an integrated self-management framework that sets out an expectation of how services will work with people to be more informed about their condition(s), be better prepared for when they feel less well, and describes how to access the right support when it is needed by December 2025.	
Progress: The HSCP project lead has not commenced the quality planning phase of this work, and group services are awaiting requests to participate. However, group services have taken some individuals actions to promote self-management.	
Rating of progress and confidence: Low progress; low confidence.	**Group services with identified objectives:** Adult services, AHP, Nursing, Executive Business Management, Strategic Planning and Performance, General Practice.

Direction 4.4: NHS Lothian and Midlothian Council will support operational services for all functions delegated to Midlothian IJB to record the impact of their contribution to health and wellbeing outcomes, and evidence how they have used this information to inform service design by December 2025.	
Progress: The Strategic Planning and Performance Group Service has led work to iteratively develop outcomes-focused reporting through the IJB Strategic Governance Outcome map in OutNav and the documentation that supports it. This has included the development of an improvement plan and reporting template to support outcomes-based reporting capabilities across services. The Integration Manager has worked closely with Scottish Government to inform their wider work on evaluation. The quality of the Midlothian IJB Strategic Governance Framework has been recognised. Some Adult, AHP and Nursing Group Services have noted objectives to support this process through maximisation of the use of OutNav although at service level this has not progressed due to capacity pressures and limited organisational support. All services are required under this Direction to establish a mechanism for reporting on outcomes. To mitigate on slower progress, the Strategic Planning and Performance and Group Services have developed and tested the use of an Excel reporting template during H1 reporting.	
Rating of progress and confidence: Some progress; some confidence.	**Group services with identified objectives:** Adult services, AHP, Nursing, Strategic Planning and Performance.

Sub aim 1.3: People access services and support designed around how they live their lives

Direction 5.1: NHS Lothian and Midlothian Council must ensure that data can be disaggregated by HSCP area in order to support the equitable provision of service offers and support across our communities, minimise disadvantage where possible, meet different needs, and encourage participation. This should include ensuring that • systems and data have the capabilities to collect and filter data appropriately by HSCP area and by protected characteristics • health and social care workforce are suitably trained and skilled to gather and input this data, and • data quality assurance, by December 2025.
Progress: The Strategic Planning and Performance Group Service has an objective to support delivery of this Direction by building understanding of the opportunities, risks and dependencies for developing data collection and visualisation, resulting in an options appraisal. Early engagement and discussions have taken place, but the work is on hold following the addition of new organisational priorities to the Service's portfolio.

Operational services have identified some actions to improve data capabilities, for example through updates to data sharing agreements by the General Practice Group Service, and a focus on encouraging use of the eEES system for recording of personal data and completion of equality and diversity learning modules on TURAS within the AHP Group Service.	
Rating of progress and confidence: Some progress; low confidence.	**Group services with identified objectives:** Strategic Planning and Performance, General Practice, AHP.

Direction 5.2: NHS Lothian and Midlothian Council will explore opportunities for integrated system-wide digital solutions and create an action plan of jointly agreed priorities by December 2025.
Progress: Of the three Group Services with objectives related to this Direction, two have identified initial actions. The AHP Group Service planned a development session to explore digital priorities in alignment with the National Care Service's transformation agenda, although it anticipates challenges around conflicting priorities and system gaps. The Nursing Group Service reports good progress on the use of digital approaches in Health Visiting, but the Adults with Complex and Exceptional Needs Service will require support to progress further given an ongoing reliance on paper-based solution and challenges with digital literacy among staff. Adult services have identified objectives to progress this work, but there is no report of progress. All service would benefit from timely support from NHS Lothian ehealth and Midlothian Council Digital Services to progress this Direction.

Rating of progress and confidence: Low progress; low confidence.	**Group services with identified objectives:** Nursing, AHP, Adult services.

Direction 5.3: NHS Lothian and Midlothian Council will support Midlothian HSCP to develop integrated data at population level to support the prediction, identification, and planning of changing demographic profile and need to support dynamic whole system change across time and report on progress by December 2025.
Progress: Nursing and Adult Group Servies have an objective to support Strategic Planning and Performance with regards to this Direction, including developing strategies to apply the iteratively improving information, once the work reaches a stage where service input is required. The Strategic Planning and Performance Group Service have initiated work to develop a Midlothian HSCP Information Management Strategy that can be used to enable the development of priority data dashboards. Following initial meetings, draft project briefs,

workstream overviews and options appraisals have been produced. There are ongoing challenges to secure the required software, information management, and governance to deliver integration data solutions.	
Rating of progress and confidence: Some progress; some confidence.	**Group services with identified objectives:** Strategic Planning and Performance, Nursing, Adult Services.

Strategic Aim 2: People access the care and support they need when they need it in the community and at home

Sub aim 2.1: People easily access the services that help them stay well, independent and active

Direction 2.4: NHS Lothian and Midlothian Council will support Midlothian HSCP to undertake a review of Social Work and Occupational Therapy teams by December 2025.	
Progress: Staff across the Adult Services Group Service are contributing to the review of Social Work and Occupational Therapy, including actions around MOSAIC data cleansing, an update to the process referral forms and the progression of a Time in Motion study. Further actions may be identified by the Group Service as the work progresses. The AHP Group Service report that the Occupational Therapy Clinical Lead is connecting to outputs from the workstream, but no further information has been provided about how this is being taken forward. Additionally, Strategic Planning and Performance have been asked to prioritise new work to support the provision of a Social Work Dashboard which will support the Adult Services Group Service to make professional decisions relating to the review.	
Rating of progress and confidence: Low progress; low confidence	**Group services with identified objectives:** Adult Services, AHP.

Sub aim 2.2: People have access to services in their own community

Direction 2.3: NHS Lothian and Midlothian Council will support Midlothian HSCP to develop or redesign services to consider and evidence services contribution to 'thriving communities' through the provision of care as close to home as practicably possible by December 2026.
Progress: AHP and Nursing Group Services have identified four objectives in relation to this Direction. Two of these relate to Health Visiting, where the service is fully engaged with all Community Planning Partners to support the development and progress of universal and

targeted services including the Universal Health Visiting Pathway. Some progress is reported against the remaining two objectives, but it is not clear that the actions underway will be sufficient to achieve them. Group Services report challenges with access to training and balancing operational workloads with strategic activities, as well as limited ability address challenges relating to the Community Planning Partnership Single Midlothian Plan and asset-based approaches.	
Rating of progress and confidence: Low progress; low confidence.	**Group services with identified objectives:** AHP, Nursing.

Sub aim 2.3: People are living in a place of their choosing for longer

Direction 2.3: NHS Lothian and Midlothian Council will support Midlothian HSCP to develop or redesign services to consider and evidence services contribution to 'thriving communities' through the provision of care as close to home as practicably possible by December 2026.	
Progress: Group Service reports provide a mixed picture of progress towards this Direction. The AHP Group Service reports initial progress around the Home First review, with the Programme Board supportive of its findings and governance underway to enable new service design. The Nursing Group Service report generally positive ongoing progress in providing care close to home. Some services have been clinic-based due to challenges with resources and short-term staffing gaps, risk assessed and escalated.	
Rating of progress and confidence: Low progress; low confidence.	**Group services with identified objectives:** Services

Strategic aim 3: People's human, social and economic rights are protected in how we design and deliver our services.

Sub aim 3.1: People and their carers are recognised as expert in their own experiences, and feel valued

Direction 3.2: NHS Lothian and Midlothian Council will support operational services for all relevant functions delegated to Midlothian IJB to develop and demonstrate an increase in the effective and proactive outreach to people living with frailty, by December 2025.
Progress: There is an HSCP wide project underway to deliver on this Direction. The GP Cluster has committed to focusing on improving the care of Frail and Elderly patients in collaboration with wider HSCP stakeholders and have completed 3606 Rockwood clinical frailty assessments since 1st April. The AHP Group Service is contributing to this Direction through specific initiatives, and the

Musculoskeletal Physiotherapy Service continues to effectively contribute to this work. Adult Services have identified objectives to progress this work, but there is no report of progress. Both The GP cluster and AHP Group Service have identified resource challenges as a risk to the sustainability of this work.	
Rating of progress and confidence: Some progress; some confidence.	**Group services with identified objectives:** Adult, AHP, Clinical Director

Direction 3.3: NHS Lothian and Midlothian Council will support Midlothian HSCP to revise and update 'The Midway' by October 2025.	
Progress: Of the three Group Service areas with actions related to this Direction, none have identified clear actions that contribute to the revision and updating of 'The Midway' by October 2025. No other updates have been provided.	
Rating of progress and confidence: Low progress; low confidence.	**Group services with identified objectives:** AHP, Adult Services, Chief Nurse.

Direction 3.4: NHS Lothian and Midlothian Council will support operational services for all functions delegated to Midlothian IJB to embed and evidence community engagement and feedback from people who experience services as part of continuous improvement and service design by December 2025.	
Progress: The Strategic Planning and Performance Group Service have undertaken considerable work towards this Direction, completing the Midlothian IJB Community Engagement Self Assessment that informed the development of the Midlothian IJB Participation and Engagement Statement. The Participation and Engagement Statement will be presented to the IJB Strategic Planning Group and Midlothian IJB in Autumn 2025. At a service level work has progressed within AHP and Adult Services to improve collection of feedback, including through the formation of Lived Experience Panels for Community Justice and Mental Health and Substance Use.	
Rating of progress and confidence: Low progress; low confidence.	**Group services with identified objectives:** Executive Business and Management, Nursing, AHP, Strategic Planning and Performance and Adult.

Direction 6.1: All functions delegated to Midlothian IJB that aim to move care from hospital to home will ensure consideration of the potential impact of planned interventions on unpaid carers, and evidence appropriate supportive actions, by December 2025.	
Progress: Returns from the Group Service Areas suggest progress towards this Direction is limited. Within Adult Services individual case oversight is ongoing through the 'Coming Home' reporting. Within AHP the Home First review implementation plan is still awaiting governance approvals and no update has been provided by the Chief Nurse Group Service. It is not clear whether the objectives that have been set to meet this Direction constitute a realistic plan to achieve this.	
Rating of progress and confidence: Low progress; low confidence.	**Group services with identified objectives:** AHP, Chief Nurse, Adult.

Direction 6.3: NHS Lothian and Midlothian Council will support Midlothian HSCP to develop a Carers' strategy for 2025-28 by December 2025. This must specifically outline the action to be taken in collaboration with our Partners, VOCAL, to consider how the information, advice and support improve to see improved outcomes for carers.	
Progress: The Adult Group Service is leading on the update of the Midlothian IJB Carers Strategy 2025-2028. Work to progress the strategy is ongoing. Additionally, services have taken some actions that contribute to the spirit of the Direction, including gathering feedback from the Care Group. Strategic Planning and Performance and Executive Business and Management both have objectives under this Direction, and their involvement is pending a request for support from Adult Services.	
Rating of progress and confidence: Some progress; low confidence.	**Group services with identified objectives:** Executive Business and Management, Strategic Planning and Performance and Adult Services

Sub-aim 3.2: People's care and support adapts when their needs, choices and decisions change and can control their own care and support if this is what they want

Direction 7.1: All relevant functions delegated to Midlothian IJB will explore and evaluate the benefits and risks of adopting a 'request for assistance' approach as an alternative to traditional referral pathways, by December 2025.	
Progress: The AHP Group Service is making good progress towards this Direction. The Adult Service Group Service has identified a range of objectives but has not made progress towards them. A number of service areas have no identified actions.	
Rating of progress and confidence: Low progress; low confidence.	**Group services with identified objectives:** Adult, AHP, Clinical Director

Direction 7.2: Where there is a statutory responsibility to manage harmful behaviours, all functions must communicate the impact of action taken to maximise people's safety in our communities, by December 2025.	
Progress: Adult Support and Protection duties have been fully implemented in Mental Health and Substance Use and ongoing monitoring is in place for the Disabilities Service. No information is provided for other services within the Group.	
Rating of progress and confidence: Some progress; some confidence	**Group services with identified objectives:** Adult services

Direction 7.4: Midlothian Health and Social Care Partnership will support services to adopt new approaches to ensure people who experience services or supports are given the right information, advice and help to them make the decisions that are right for their life. In practical terms, this includes establishing (and taking action where necessary) by June 2025, that all the teams who work with people, including the teams of our Partners, understand what SDS is and how to signpost this information at the right time, that all relevant staff have received training in sensory awareness and understanding how to support people to request and access accessible information, that all the information we provide about SDS is accessible so those who may benefit most are able to make informed choices.

that comprehensive system evidence is gathered on all changes in uptake between one option and another, any increase in budget, and any HSCP financial impact.
Progress: Among Group Services providing direct services and support to people, reported progress against this Direction is positive and ongoing. The Adult Group Service continue to monitor the progress of the Self-Directed Support (SDS) workplan. There may be opportunities to identify additional actions for this Group Service to support progression towards this Strategic sub-aim as work evolves. For the Executive Business Management Group Service, the objective against this Direction is linked to progress on Direction 1.4 regarding the Midlothian Health and Social Care webpages. The ongoing Business Service Review within this Group Service is presenting a challenge for timelines, which are being monitored. The Strategic Planning and Performance Service are also committed to supporting this process and are awaiting further instruction.

Rating of progress and confidence:	**Group services with identified objectives:**
Some progress; low confidence.	Adult services, Executive Business Management, Strategic Planning and Performance.

Sub-aim 3.3: People benefit from organisations working together and sharing information safely

Direction 8.1: NHS Lothian and Midlothian Council will collaboratively work with Midlothian HSCP to support the delivery of the Midlothian HSCP Integrated Staff Communication, Engagement and Experience Plan 2025-26 by June 2025.
Progress: The Midlothian HSCP Staff Communication, Experience and Engagement Plan has been developed, and Adult Services have undertaken some actions towards implementing this. All services have participated in the iMatter annual survey and team plans are being developed. Within the Chief Nurse Group Service, the Adults with Complex and Exceptional Needs Service reports that they use digital approaches to support remote staff in their engagement and wellbeing. This service has highlighted the challenges of sustaining engagement and planning of staff working at night and in people's homes.

Rating of progress and confidence:	**Group services with identified objectives:**
Great progress; high confidence	Adult services, Nursing, AHP, Executive Business Management, Strategic Planning and Performance.

Direction 8.2: NHS Lothian and Midlothian Council will collaboratively work with Midlothian HSCP to support the delivery of the Midlothian IJB Integrated Workforce Plan 2025-28 by June 2025.	
Progress: The Strategic Planning and Performance Group Service led the statutory requirement to develop the Midlothian IJB Integrated Workforce Plan 2025-28. This was completed and submitted to the Scottish Government in February 2025 for feedback ahead of permission to publish. No feedback has been received from the Scottish Government to date. Within AHP, the Dietetics Workforce Plan is drafted and governance arrangements are in place. There are no reports of progress with service specific actions to deliver on this Direction for the other Group Service areas.	
Rating of progress and confidence: Great progress; high confidence	**Group services with identified objectives:** Strategic Planning and Performance, AHP, Nursing, Adult Services.

Direction 8.3: NHS Lothian and Midlothian Council must ensure provision in procurement and contract management support to ensure Midlothian IJB is able to report on its duties to comply with the Heath and Care (Staffing) (Scotland) Act in relation to assurance reporting on the workforce provision for services planned and secured by HSCP managed services and delivered by third parties through commissioning by December 2025	
Progress: The 2024/25 statutory report to Scottish Government regarding the assurance relating to the compliance of third parties who deliver registered care services on behalf of Midlothian HSCP was submitted by the Strategic Planning and Performance Group Service in June 2025. This responsibility has been transferred to the Executive Business and Management Group Service to complete reporting for 2025/26.	
Rating of progress and confidence: Great progress; high confidence	**Group services with identified objectives:** Executive Business Management

Column 5: What they do differently (Strategic aims)

People are able to make good decisions that help them stay well, plan ahead and prevent ill or worsening health (SA1)

Progress: Some
Confidence: Some

Strategic Sub-Aim 1.1
'People can easily find the information they need to make good decisions'

The IJB have set two Directions to support achievement of this sub-aim. Actions towards elements of these have been taken forward by five of the six Group Service Areas. Key elements of this work are the development of an Integrated Public Communication Strategy and Action Plan and the refresh of information to support self-management on the website. Both of these actions are to be delivered by December 2025 and whilst plans are in place, reports on progress suggest delays in implementation are likely. Actions to improve the use of feedback to inform service design are being progressed by Adult Services, AHP and Nursing. There are good examples of progress across service areas, however, this work is somewhat fragmented. Taking a joined up approach to sharing learning and progressing areas of challenge would support a more streamlined and coherent approach across the organisation.

Strategic Sub-Aim 1.2
'People achieve the things that matters most to them, and our services are confident of what our contribution is to their success'

The IJB have set 3 Directions to support achievement of this sub-aim. Actions towards elements of this sub-aim have been taken forward by six Group Service Areas.

Actions to improve the use of feedback to inform service design are being progressed by Adult Services, AHP and Nursing. Key elements of this work are sustaining existing mechanisms for feedback i.e., Lived Experience Panels, and developing new innovative ways to gather this information i.e., Health Visiting using QR codes. However, this work is somewhat fragmented and a more intentional approach to evidencing how feedback in contributing to specific elements of service improvement and redesign is required to support a

more streamlined and coherent approach across the organisation. Targeted work is required to achieve Direction 4.4 to ensure all services can consistently report on outcomes.

Strategic Sub-Aim 1.3
'People access services and support designed around how they live their lives'

The IJB have set 3 Directions to support achievement of this sub-aim. Actions towards elements of this sub-aim have been taken forward by five of the six Group Service Areas but progress is limited.

The dependency on Partners' systems has presented some challenges and changes in data input practice are difficult to embed. Progress is also limited by a lack of resource and planning in relation to digital provision and skills. Services have noted the requirement for whole system improvements with a coordinated response from all Partners.

People access the care and support they need when they need it in the community and at home (SA2)

Progress: Low
Confidence: Low

Strategic Sub-Aim 2.1
'People easily access the services that help them stay well, independent and active'
The IJB have set 1 Direction to support this sub-aim. Two of the six Group Service areas have identified Group Service objectives relating to this Direction and one further Group Service is now also providing support.

Strategic Sub-Aim 2.2
'People have access to services in their own community'
The IJB have set 1 Direction to support this sub-aim. Two of the six Group Service areas have identified Group Service objectives relating to this Direction.

Strategic Sub-Aim 2.3
'People are living in a place of their choosing for longer'

The IJB have set 1 Direction to support this sub-aim. Two of the six Group Service areas have identified Group Service objectives relating to this Direction.

The three sub-aims of this Strategic Aim are dependent on the work of the HSCP Transformation and Change Programme Board to set the overarching plans for system redesign that will allow services to determine their contribution to this change. The IJB may wish to consider how it can support progress through strategically setting new Directions for 2026/27.

People's human, social, and economic rights are protected and promoted in how we design and deliver our services (SA3)

Progress: Some
Confidence: Some

Strategic Sub-Aim 3.1
'People and their carers are recognised as expert in their own experiences, and feel valued'

The IJB has set five Directions to support this sub-aim. Actions have been identified by six of the six Group Service areas. Achievements include the development of the Midlothian IJB Participation and Engagement Statement and good progress towards improving the experience of people who live with frailty. The Midlothian IJB Carers Strategy for 2025-2028 is also anticipated to be approved in December 2025. There are opportunities for Midlothian HSCP to develop a coordinated plan that will allow services to plan and undertake more targeted action.

Strategic Sub-Aim 3.2
'People's care and support adapts when their needs, choices and decisions change and can control their own care and support if this is what they want'

The IJB has set three Directions to support this sub-aim. Actions have been identified by five of the six Group Service areas although progress is difficult to evaluate due to limited information provided in Service progress updates.
Group Services have noted there are opportunities to identify additional action to develop how services can support people to make the right decision for them in relation to the type of care they receive.

Strategic Sub-Aim 3.3
'People benefit from organisations working together and sharing information safely'

The IJB has set three Directions to support this sub-aim. Actions have been identified by five of the six Group Service areas.
All of the planned activities for 2025/26 have been achieved and this presents an opportunity for Midlothian IJB to consider how it might want to advance the ambition of this sub-aim further in 2026/27.

We transform services to make effective use of resources

Progress: Low
Confidence: Some

Eleven Directions have been set by Midlothian IJB to support the transformation of health and social care to make more effective use of resources.

Actions in relation to these Directions are being delivered across all Group Service Areas and analysis of the information provided shows that there is some progress. One Direction has been delivered and now ongoing (9.4) and there is good progress in the quality planning phase relation to the review of commissioning (9.3.5). There has been some progress made in relation to all other transformation Directions with the exception of 9.3.6 effective working with Community Planning partners.

Across the other Directions there is some good progress in relation to some specific actions within specific services, but there is little evidence of a joined-up approach to delivering on these transformation objectives.
Moving forward Midlothian IJB may wish to consider requiring a more detailed update on progress towards Directions that relate to transformation and change, i.e., a report from the Midlothian HSCP Transformation and Change Programme Board on action undertaken and financial implications.

Reporting from the Midlothian HSCP Transformation and Change Programme Board would provide better intelligence on the pace of progress as well as better oversight of where there are challenges requiring Midlothian IJB support. This will provide Midlothian IJB with assurance on the coordinated approach to transformation planning that can complement this coordinated whole system approach to evaluation. Developing a consistent approach will also support informed planning for Directions 2026/27.

As part of the work to align finance with Directions, an exercise was undertaken to map all individual budgets to the relevant service plans, for which the operational and professional leads are accountable. While progress has been made, it has become clear that further work is required to fully reconcile the two systems. In particular, reporting mechanisms need to be synchronized to ensure that all funding and budgets are consistently and accurately captured within each service plan.