

Stephen Brown (Chief Officer)

Orkney Health and Social Care Partnership

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Agenda Item: 4

Integration Joint Board

Date of Meeting: 29 June 2022.

Subject: Induction Pack for Members.

1. Purpose

1.1. To present Members with an Induction Pack for approval.

2. Recommendations

The Integration Joint Board is invited to note:

2.1. That the aim of the Induction Pack is to give an overview of the Orkney Integration Joint Board (IJB) and where to find out more detailed information to enable all Members to fulfil their role and the different elements of the Orkney IJB.

It is recommended:

2.2. To approve the Induction Pack, attached as Appendix 1 to this report, for use by all Members of the Orkney IJB.

3. Background

3.1. Integration Joint Boards are legal entities that bind Health Boards and Local Authorities together in a joint arrangement.

3.2. The Orkney IJB is a legal entity (Body Corporate) established through a formal partnership between NHS Orkney and Orkney Islands Council (the Parties), as described in the Orkney Integration Scheme.

3.3. The membership of the Orkney IJB is made up of six voting members of which three are Elected Members of the Local Authority and three are Non-Executive Directors of the Health Board. There are also a number of non-voting members which are:

- The Chief Officer of the IJB.
- The Chief Finance Officer of the IJB.

- Senior clinicians including:
 - A registered medical practitioner whose name is included in the list of primary medical services performers prepared by the Health Board in accordance with Regulations made under section 17P of the National Health Service (Scotland) Act 1978.
 - A registered nurse who is employed by the Health Board or by a person or body with which the Health Board has entered into a general medical services contract.
 - A registered medical practitioner employed by the Health Board and not providing primary medical services.
 - The Local Authority's Chief Social Work Officer.
- A patient/service user representative.
- A carer's representative.
- A representative of the third sector.
- A staff representative from each of the Parties.
- A housing representative.

3.4. The aim of this pack is to cover all the various components of the IJB and also the roles and responsibilities as a member.

4. Contribution to quality

Please indicate which of the Orkney Community Plan 2021 to 2023 visions are supported in this report adding Yes or No to the relevant area(s):

Resilience: To support and promote our strong communities.	No.
Enterprise: To tackle crosscutting issues such as digital connectivity, transport, housing and fuel poverty.	No.
Equality: To encourage services to provide equal opportunities for everyone.	No.
Fairness: To make sure socio-economic and social factors are balanced.	No.
Innovation: To overcome issues more effectively through partnership working.	No.
Leadership: To involve partners such as community councils, community groups, voluntary groups and individuals in the process.	No.
Sustainability: To make sure economic and environmental factors are balanced.	No.

5. Resource and financial implications

5.1. There are no resource or financial implications directly arising from this report.

6. Risk and equality implications

6.1. If Members are not fully aware of an IJB and what the specific roles and responsibilities are, this could potentially affect their ability to effectively do their role.

7. Direction required

Please indicate if this report requires a direction to be passed to:

NHS Orkney.	No.
Orkney Islands Council.	No.

8. Escalation required

Please indicate if this report requires escalated to:

NHS Orkney.	No.
Orkney Islands Council.	No.

9. Authors and contact information

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9.2. Pat Robinson (Chief Finance Officer), Integration Joint Board. Email: pat.robinson@orkney.gov.uk, telephone: 01856873535 extension 2611.

10. Supporting documents

10.1. Appendix 1: Induction Pack for Members.



Induction Pack for Members

Integration Joint Board

Version.	Induction Pack for Members.
Strategic Lead.	Pat Robinson.
Date Approved by IJB.	TBC.
Date for Review.	2023.

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Introduction

Integration Joint Boards were established in Scotland under the:

[Public Bodies \(Joint Working\) \(Scotland\) Act 2014](#).

Within the Act it required Health Board and Local Authority partners to enter into arrangements (the integration scheme) to delegate functions and appropriate resources to ensure the effective delivery of those functions.

The aim of the Act is to integrate health and social care in Scotland, to improve services for people who use them.

Orkney Integration Joint Board

The Orkney Integration Joint Board (IJB) is a legal entity (body corporate) established through a formal partnership between NHS Orkney and Orkney Islands Council (the Parties), as described in the [Orkney Integration Scheme](#).

The Orkney IJB has overall governance responsibility for the Integration Authority and services commissioned to the NHS and Local Authority. The Orkney IJB is responsible for the strategic planning of the functions delegated to it and for ensuring the delivery of those functions through the directions issued by it under section 25 of the Act.

The Orkney IJB also has an operational role as described in the locally agreed operational arrangements set out within the Integration Scheme.

The Orkney IJB commissions community health services, 'set-aside' services, social care and justice services for children and adults from the Parties, for the population of the Orkney Islands, which is in the region of 22,400 people.

Integration Scheme

The [Integration Scheme](#) is a legally binding contract between the Parties. It sets out the make-up of the Integration Authority and how it will work.

Section 44 of The Public Bodies (Joint Working) (Scotland) Act 2014 requires the Local Authority and the Health Board to carry out a review of the Scheme within a five year period for the purpose of identifying whether any changes to the Scheme are required.

Standing Orders

The [Standing Orders](#) are as far as applicable, the rules and regulations for the proceedings of Committees and Sub-Committees of the Orkney IJB. Any statutory provision, regulation or direction issued by the Scottish Ministers shall have precedence if they are in conflict with the local Standing Orders.

The [membership](#) of the Orkney IJB is made up of voting and non-voting members.

Voting Members

- Three Elected Members of the Local Authority.
- Three Non-Executive Directors of the Health Board although article 3(5) of the IJB Order permits otherwise if necessary.

The Chair and Vice Chair rotate every two years in May, to enable the appointments of Chair and Vice Chair to rotate equally between the Local Authority and the Health Board. The Chair does not have a casting vote. All other appointments with the exception of the Chief Officer, Chief Finance Officer of the Board and the Chief Social Work Officer, who are members of the Board by virtue of the Regulations and the post they hold, will be for a period of two years.

In addition, individual Board appointments will be made as required when a position becomes vacant for any reason. Any member of the Board can be appointed for a further term.

If a voting member is unable to attend a meeting of the Orkney IJB the constituent authority which appointed the member is to use its best endeavours to arrange for a suitably experienced proxy, who is either a member of the Health Board or, as the case may be, a Councillor to attend the meeting in place of the voting member.

Where a member resigns or otherwise ceases to hold office, the person appointed in their place shall be appointed for the unexpired term of the member they replace.

At the end of a term of office, a member may be reappointed for a further term of office provided that they remain eligible and are not otherwise disqualified from appointment.

Non-Voting Members

- The Chief Officer of the IJB.
- The Chief Finance Officer of the IJB.
- Senior clinicians including:
 - A registered medical practitioner whose name is included in the list of primary medical services performers prepared by the Health Board in accordance with Regulations made under section 17P of the [National Health Service \(Scotland\) Act 1978](#).
 - A registered nurse who is employed by the Health Board or by a person or body with which the Health Board has entered into a general medical services contract.
 - A registered medical practitioner employed by the Health Board and not providing primary medical services.
- The Local Authority's Chief Social Work Officer.
- A patient/service user representative.
- A carer's representative.
- A representative of the third sector.
- A staff representative from each of the Parties.

- A housing representative.

More detailed information can be found [here](#).

Code Of Conduct

The Scottish public has a high expectation of those who serve on the boards of public bodies and the way in which they should conduct themselves in undertaking their duties. You must meet those expectations by ensuring that your conduct is above reproach.

This Code for Orkney IJB's has been specifically developed using the Model Code and the statutory requirements of the [2000 Act](#). As a member it is your responsibility to make sure that you are familiar with, and that your actions comply with, the provisions of this [Code of Conduct](#) which has now been made by the Orkney IJB.

The general principles upon which this Code is based should be used for guidance and interpretation only. These general principles are:

- **Duty** – To uphold the law and act in accordance with the law and the public trust placed in you. Act in the interests of name of the IJB and in accordance with the core functions and duties of the IJB.
- **Selflessness** – To take decisions solely in terms of public interest. You must not act in order to gain financial or other material benefit for yourself, family or friends.
- **Integrity** – Not place yourself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.
- **Objectivity** – Make decisions solely on merit and in a way that is consistent with the functions of the IJB when carrying out public business including making appointments, awarding contracts or recommending individuals for rewards and benefits.
- **Accountability and Stewardship** – Accountable for your decisions and actions to the public. You have a duty to consider issues on their merits, taking account of the views of others and must ensure that the IJB uses its resources prudently and in accordance with the law.
- **Openness** – To be as open as possible about your decisions and actions, giving reasons for your decisions and restricting information only when the wider public interest clearly demands.
- **Honesty** – To act honestly. You must declare any private interests relating to your public duties and take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership** – To promote and support these principles by leadership and example, and to maintain and strengthen the public's trust and confidence in the integrity of the IJB and its members in conducting public business.
- **Respect** – To respect fellow members of the IJB and employees of related organisations supporting the operation of the IJB and the role they play, always treating them with courtesy. Similarly, you must respect members of the public when performing duties as a member of the IJB.

You must comply with any rules applying to the Orkney IJB regarding remuneration, allowances and expenses.

Register of Interests

The Standards Officer issues all Board members after appointment forms to complete to enable them to register any interests described at Section 4 of the Code of Conduct. The information provided in these forms is recorded in a Register of Interests for the Board, which is held by the Standards Officer. The [register](#) is available to the public for inspection and will be published on the Board's website once established. Should your circumstances change then you must register any new interests with the Standards Officer. Where an interest no longer exists it is equally important that this is notified so that it may be removed from the register.

The Standards Officer will write out to members not less than once per year inviting you to update interests already registered.

Further information on the appointment of the Standards Officer can be found [here](#).

Register of Gifts and Hospitality

You must not accept any offer by way of gift or hospitality which could give rise to real or substantive personal gain or a reasonable suspicion of influence on your part to show favour, or disadvantage, to any individual or organisation.

You must register the details of any gifts or hospitality received (unless it is within the exceptions described within the Code of Conduct) within your current term of office.

The Standards Officer ensures that your Register of Gifts and Hospitality is maintained and that a reminder to update entries is issued to Board Members at least once a year. Members have a duty to report any change in their circumstances to the Standards Officer within one month.

More detailed information can be found [here](#).

Roles and Responsibilities

Skills and Experience

To have an active interest in health and social care services in Orkney and a commitment to partnership working.

To have a positive approach to, and a commitment to, principles of integration and joint working and a willingness to work towards the success of the Orkney IJB and overcome barriers and difficulties that may be faced.

You must have good communication skills, and the ability to communicate on behalf of those you represent, even if you do not personally share all their views.

You must be able to receive and assimilate the information provided in advance of, and at, meetings and consider and reflect on it.

To have the ability to work in a constructive way, with Board members who represent a wide range of interests and experience.

Have confidence to put forward your views, in an appropriate and respectful manner, and to receive and discuss, and where appropriate challenge, the views of others in the same manner.

For those who are Orkney IJB members in a professional advisory capacity you must be able to communicate and have regard to the interests of the Orkney IJB whilst discharging your duties as a professional employed or contracted by NHS Orkney or Orkney Islands Council. Likewise, you must be able to communicate and have regard to your duties to NHS Orkney or Orkney Islands Council whilst discharging your role as a member of the Orkney IJB.

Main Tasks

To act at all times in the interests of patients, service users, carers, the workforce and the public.

To participate actively and constructively in the Orkney IJB meetings, and in associated pieces of work, in agreement with the Orkney IJB Chair.

To embrace effective governance, accountability and stewardship of public money and demonstrate an understanding of the principles of good scrutiny.

To be part of the leadership role of the Orkney IJB by demonstrating the following leadership qualities in relation to your Orkney IJB work:

- **Creating and sharing the vision** – effective leadership involves contributing to the creation of a compelling vision for the future and communicating this within and across organisations.
- **Working with others** – effective leadership requires individuals to work with others in teams and networks to deliver continually improving services.
- **Being person focussed** – this is about truly engaging and involving patients, service users, carers and communities in planning and ensuring the delivery of services.
- **Strategic Planning** – able to think conceptually in order to plan flexibly for the longer term and being continually alert to finding ways to improve.
- **Demonstrating positive personal qualities** – effective leadership requires individuals to draw upon their values, strengths and abilities and to be respectful, interested and understanding of the views of others.

Maintain a focus within the Orkney IJB on planning and delivering services that support and improve performance against the [nine national health and wellbeing outcomes](#) as established by the Scottish Government and addressing the health inequalities of the population.

Demonstrate commitment to delivering the best value for money for the use of public funds.

Take a corporate and supportive approach as a full member of the Orkney IJB and respect the Code of Conduct of the Orkney IJB.

Time Commitment

To commit to a series of dates throughout the year. The Orkney IJB usually meet quarterly and meetings will last approximately three hours, although this will vary depending on the weight of the agenda.

There will be a minimum of two development sessions per year and these will be half day sessions.

Sub-committee and working group meetings will be of various frequencies depending on the Sub-committee itself. Sub-committee meetings will be approximately two hours in length, depending on the weight of the agenda.

You may also be asked to attend or support various meetings or events within your remit as a Board member, in agreement with the Chair.

The length of time a person can be appointed to the Board is for two years in the first instance which may be extended by a further two years.

What the role does not involve ...

- **You are not expected to be an expert on all the services covered by the IJB.** There are too many for any individual to know in detail. Your Chief Officer and other managers are experts in their areas and can provide you with information and briefings.
- **You are not expected to manage service delivery.** Your Chief Officer and managers will do this. You have to be satisfied that the right arrangements are in place to deliver services efficiently and effectively. You must also ensure that priorities are clearly decided and that the Chief Officer understands these priorities.

Chair and Vice Chair

The Chair and Vice Chair will be drawn from the Health Board and the Local Authority voting members of the Orkney IJB. If a Councillor is to serve as Chair then the Vice Chair will be a member appointed by the NHS Board and vice versa.

The Local Authority and Health Board alternate which of them is to appoint the Chair in respect of successive 2 year periods.

The role of the Chair is to preside at and regulate Board meetings by ensuring that proceedings are properly conducted according to the law and according to the Board's Standing Orders. If the Chair is absent, the Vice Chair will preside. In the absence of both, a voting member chosen at the meeting by the other voting members attending the meeting will preside.

The Chair shall:

- Open and close the meeting.

- Welcome Members and the public to the meeting.
- Introduce each agenda item, or ask officers to introduce the item.
- Preserve order and ensure that every member has a fair hearing.
- Invite members to speak when they have indicated they wish to do so.
- Decide on matters of relevancy, competency and order, and including a recess during the meeting, having taken into account any advice offered by the Chief Officer or other relevant officer in attendance at the meeting.
- Determine the order in which speakers will be heard.
- Ensure that due and sufficient opportunity is given to members who wish to express their views on any subject under discussion.
- If requested by any member, ask the mover of a motion, or an amendment, to state its terms.
- At their discretion, order the exclusion of any member of the public or press/media who is deemed to have caused disruption/hindered the business being conducted in the meeting.
- Summarise at the end of each item.
- Indicate when and if voting should take place.
- Determine all matters of procedure not expressly covered in the Board's Standing Orders.

The decision of the Chairperson on all matters within his/her jurisdiction shall be final.

Deference shall, at all times, be paid to the authority of the Chair. When they speak, the Chair shall be heard without interruption and members shall address the Chair while speaking.

Proxy Members

It is for the Health Board and Local Authority to identify a suitably experienced proxy member for their voting members to ensure that business is not disrupted by lack of attendance by any individual. A proxy member for a voting member may vote but may not chair a Board meeting.

Non-voting members, dependent on their role, may not all have deputies but where necessary they may arrange for someone else who is suitably experienced to attend on their behalf if notified in advance of the meeting.

Further information can be found [here](#).

Strategic Planning Group

The Orkney IJB is required, under the Public Bodies (Joint Working) Act 2014, to establish a Strategic Planning Group (SPG) for the area covered by their Integration Scheme for the purposes of preparing the Strategic Plan for that area. It is for the Orkney IJB to determine the number of members of the SPG, the processes for appointment, removal and replacement of members. although the group must involve members nominated by NHS Orkney and Orkney Islands Council. The IJB is

required to seek the views of the SPG on its proposals for the content of the Strategic Plan.

The Terms of Reference of the Strategic Planning Group can be found within appendix 2 [here](#).

Performance and Audit Committee

The Orkney IJB has a Performance and Audit Committee that must meet at least twice each financial year. The Committee has six members, of which four will be voting members of the IJB, two drawn from the NHS Orkney membership and two drawn from the Orkney Islands Council membership (the Chair and Vice Chair of the Orkney IJB cannot be members of the Performance and Audit Committee).

The Committee will review the overall Internal Control arrangements of the Board.

The Chair of the Committee will be a voting member of the IJB not currently holding the Chair of the IJB. A Chair is appointed from within the Performance and Audit Committee's membership. All meetings are open to the public.

The Terms of Reference of the Performance and Audit Committee can be found within appendix 1 [here](#).

Joint Clinical and Care Governance Committee

The Orkney IJB and NHS Orkney have had in place, since the inception of the Orkney IJB, a Joint Clinical and Care Governance Committee (JCCGC). Its purpose is to provide both the Orkney IJB and the Board of NHS Orkney with assurance regarding clinical and care systems of control and governance for the services for which they are responsible.

As set out in the JCCGC Terms of Reference, the purposes are as follows:

- It fulfils the function of the Non-Executive members of NHS Orkney and advisors providing the Board of NHS Orkney with the assurance that robust clinical governance controls and management systems are in place and effective in NHS Orkney, in relation to delegated and non-delegated services it delivers.
- It fulfils the function of providing the Orkney IJB with assurance that robust clinical and care governance controls and management systems are in place and effective for the functions that NHS Orkney and Orkney Islands Council have delegated to it.
- It fulfils the requirements set out in MEL (1998)75, MEL(2000)29 and HDL(2001)74 around the guidance on the implementation of Clinical Governance in the NHS in Scotland.

The following list of officers form the committee members:

- Three Non-Executive Members of NHS Orkney, one of whom must be the Area Clinical Forum Chair and one of whom must be a voting member of the Orkney Integration Joint Board.

- Three Orkney Islands Council voting members of the Orkney Integration Joint Board, excluding the Chair of the Orkney IJB when this is an Orkney Islands Council appointment, in which case a substitute will be appointed.
- A public representative.
- A third sector representative.

The Terms of Reference of the Joint Clinical and Care Governance Committee can be found within appendix 4 [here](#).

Joint Staff Forum

It is recognised that staff, through their recognised Trade Unions and Professional Organisations, and Management are employed directly by NHS Orkney and Orkney Islands Council and it is therefore in the interests of all stakeholders that these groups work closely together within a partnership process.

The purpose of this agreement is to provide a framework for partnership working between the IJB, the Trade Unions and Professional Organisations recognised within the Health Board, and the recognised Trade Unions within the Council that will secure the best possible measure of co-operation and agreement on matters of mutual concern, and which will promote the best interests of the IJB and the staff of both organisations in the partnership.

It is not the intention of this agreement to cut across existing joint trade union and management structures that belong to staff as a result of being an employee of either the Council or the Health Board.

The Terms of Reference of the Joint Staff Forum can be found within appendix 3 [here](#).

Strategic Plan

The Act places a number of duties on the Orkney IJB of which one is in relation to creating a Strategic Plan for the integrated functions and budgets that they control.

The [Strategic Plan](#) is the output of what is more commonly referred to as the "strategic commissioning" process. Strategic commissioning is the term used for all the activities involved in assessing and forecasting needs, linking investment to agreed outcomes, considering options, planning the nature, range and quality of future services and working in partnership to put these in place.

The Orkney IJB can include such material as it thinks fit in the Strategic Plan. There are nonetheless two matters that must be covered:

- It must set out the arrangements for carrying out the integration functions in the Local Authority area over the period of the Plan. The area must be divided into a minimum of two localities for this purpose, and the arrangements for each locality must be set out separately.
- It must also set out the way in which the arrangements for carrying out the functions are intended to achieve or contribute towards achieving the [national health and wellbeing outcomes](#).

The Orkney IJB is required to take into account the integration planning and delivery principles set out in the Act, and the national health and wellbeing outcomes set out in Regulations. This is to ensure the principles and national outcomes are at the heart of planning for the population and to embed a person centred approach, alongside anticipatory and preventative care planning.

The Strategic Planning Group is required under the Act to be involved in the development of the Strategic Plan. This Plan sets out how the Orkney IJB will plan and deliver adult health and social care services for Orkney over the medium term (three years) and, through this, how they will meet the national health and wellbeing outcomes and achieve the core aims of integration:

- To improve the quality and consistency of services for patients, unpaid carers, service users and their families.
- To provide seamless, integrated, quality health and social care services in order to care for people in their homes, or a homely setting, where it is safe to do so.
- To ensure resources are used effectively and efficiently to deliver services that meet the needs of the increasing number of people with long term conditions and often complex needs, many of whom are older.

The process itself does not start or end with the publication of the Strategic Plan. Engagement with stakeholders and the involvement of the Strategic Planning Group are all part of a continual, iterative cycle.

The Orkney IJB is required to review its Strategic Plan at least every three years and may carry out additional reviews from time to time. In carrying out a review, the Orkney IJB must consider:

- The national health and wellbeing outcomes.
- The indicators associated with the national outcomes.
- The integration delivery principles.
- The views of the Strategic Planning Group.

Further information on the guidance can be found [here](#) and the Orkney IJB's Strategic Plan can be found [here](#).

Directions

The Orkney IJB requires a mechanism to action its Strategic Plan. This mechanism takes the form of directions from the Orkney IJB to one or both of the Health Board and Local Authority. Directions are also the means by which a record is maintained of which body decided what and with what advice, which body is responsible for what, and which body should be audited for what, whether in financial or decision-making terms.

The Orkney IJB must give a direction in respect of every function that has been delegated to the Orkney IJB. A direction must set out how each integrated function is to be exercised, and identify the budget associated with that. Put simply, directions are the means by which an IJB tells the Health Board and Local Authority what is to

be delivered using the integrated budget and for the IJB to improve the quality and sustainability of care, as outlined in its Strategic Plan.

Further information on directions can be found [here](#).

Diversity And Equalities

The public sector General Duty set out in the [Equality Act 2010](#), places an obligation on the Orkney IJB to take action to eliminate discrimination and to pro-actively advance equality of opportunity and foster good relations.

The General Duty is supplemented by further [Specific Duties](#) set out in Regulations made by Scottish Ministers:

Mainstreaming is an approach to delivering equality within an organisation. It is primarily a long-term strategy aimed at ensuring that equal opportunity principles and practices are integrated into every aspect of an institution from the outset. The focus should not only be internal (mainstreaming equality principles into procedures and systems) but also external (mainstreaming equality principles into policies and service delivery.) Mainstreaming provides a framework that facilitates and complements equal opportunities legislation and other equality measures. The Orkney IJB must report periodically on progress towards mainstreaming.

Training is also integral to mainstreaming equalities. Members and staff all need to have an awareness of equalities issues as well as an understanding of their responsibilities under legislation and in terms of any adopted strategy.

Support For Members

Support for voting members of the Orkney IJB will be provided by the partners that they represent and by the Chief Officer.

Service User and Unpaid Carer Representatives.

The Orkney IJB will be responsible for providing loan equipment to meet the IT needs of the role if required. Equipment will be returned once the representative steps down from the Orkney IJB.

Stakeholder Representatives' Expenses

Stakeholder representatives on the IJB will, from time to time, incur expenses in performing their duties. This is to ensure that the stakeholder representatives are fairly reimbursed for expenditure necessarily incurred in performing their duties.

This applies only to members who are not already covered by the expenses policies of NHS Orkney or Orkney Islands Council. Anyone on the Board who is an NHS Board Non-Executive, an Orkney Islands Council Elected Member or an employee of either organisation will continue to claim business expenses in accordance with the policy of their respective organisations.

To qualify for reimbursement, expenses must be incurred wholly, exclusively and necessarily in the performance of the duties and must be supported by receipts, an

expenses claim form or other evidence before payment can be made. Further details on the allowances can be found [here](#).

Development sessions

Development sessions will be regularly offered to Members. These will be discussed with members who will be given choices on areas in which they would like to learn more about a specific service or subject.

Health and Social Care Partnership Senior Management Team

- Stephen Brown, Chief Officer, (stephen.brown3@nhs.scot or 01856873535 extension 2601).
- Lynda Bradford, Head of Health and Community Care, (lynda.bradford@orkney.gov.uk or 01856873535 extension 2601).
- Maureen Firth, Head of Primary Care Services, (maureen.firth@nhs.scot or 01856888066).
- Maureen Swannie, Head of Strategic Planning and Performance, (maureen.swannie@nhs.scot or 01856873535 extension 2601).
- Jim Lyon, Interim Head of Children, Families and Justice Services and Chief Social Work Officer, (jim.lyon@orkney.gov.uk or 01856873535 extension 2611).
- Pat Robinson, Chief Finance Officer (pat.robinson@orkney.gov.uk or 01856873535 extension 2611).
- Dawn Moody, Associate Medical Director – Community / OOH GP (dawn.moody1@nhs.scot or 01856888066).
- Wendy Lycett, Principal Pharmacist (wendy.lycett2@nhs.scot or 01856888015).

Should Members wish an introduction with any of the Senior Management Team, please contact Stephanie Johnston, stephanie.johnston@orkney.gov.uk, who will arrange for suitable dates/times.

Key Documents

- [Orkney Integration Scheme 2021](#).
- [Strategic Plan 2022 – 2025](#).
- [Code of Conduct](#).
- [Standing Orders](#).
- [Role Descriptors](#).
- [Communication and Engagement Strategy](#).
- [IJB Complaints Handling Procedure](#).
- [Freedom of Information Policy](#).
- [IJB Stakeholder/Representative Expenses](#).
- [Joint Strategic Needs Assessment 2021](#).
- [Market Facilitation Statement](#).
- [Mental Health Strategy 2020 – 2025](#).

- [Alcohol and Drugs Partnership Strategy](#).
- [Dementia Strategy 2020 – 2025](#).
- [Orkney Health and Care’s Workforce Plan](#).
- [Performance Framework](#).
- <https://www.orkney.gov.uk/Service-Directory/S/ijb-finance.htm> Reserves Policy.
- [Financial Regulations](#).
- [Medium Term Financial Plan](#).

Should you wish to discuss the content of this induction pack or any of the guidance referred to please contact Stephanie Johnston, stephanie.johnston@orkney.gov.uk, who can direct you to the most relevant service within the Orkney Health and Social Care Partnership.

More information about the Orkney IJB and Orkney Health and Social Care Partnership can be found [here](#).

Glossary

CNORIS.	The Clinical Negligence and Other Risks Indemnity Scheme (CNORIS) has been in operation since 2000. NHS National Services Scotland (NSS) is the Scheme Manager, with the Central Legal Office (CLO) providing legal advice and guidance to members.
Common Services Agency.	National Services Scotland (NSS) is the common name for the Common Services Agency for NHS Scotland. NSS provides advice and services to the rest of NHSScotland. NSS is accountable to the Scottish Government and provides national strategic support services and expert advice to NHS Scotland. It also plays an active role in the delivery of effective healthcare to patients and the public.
COSLA.	The Convention of Scottish Local Authorities (COSLA) is the national association of Scottish councils and acts as an employers' association for its 32 member authorities
Localities.	Section 29(3) of the Public Bodies (Joint Working) (Scotland) Act 2014 requires each Integration Authority to establish at least two localities within its area. Further information is contained within Localities Guidance .