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Agenda Item: 13

Integration Joint Board

Date of Meeting: 18 February 2026.

Subject: Performance Management Framework.

1. Purpose

1.1. To present the draft Performance Management Framework for Members approval.

2. Recommendations

It is recommended:

2.1. That the Performance Management Framework, attached as Appendix 1 to this report, is approved.

3. Background

3.1. In Scotland, every Health and Social Care Partnership must have a Strategic Plan. This Plan sets out what the Partnership aims to improve for local people and how services will be designed and delivered to achieve these improvements.

3.2. To make sure these aims are actually being met, Partnerships must also have a Performance Management Framework. This Framework is simply the system used to check progress, measure results and report on how well the Partnership is delivering the priorities set out in its Strategic Plan.

3.3. Scottish law requires Partnerships to publish an annual performance report. This report must show how well the Partnership is doing in delivering the Strategic Plan, using national indicators and local data. This ensures that the Partnership is open and accountable and that communities can see whether services are improving.

3.4. In summary, the Strategic Plan sets the direction and the Performance Management Framework tracks whether the Partnership is achieving what it set out to do.

3.5. Members will recall that the Strategic Plan 2025 – 2028 was approved by the Board in April 2025.

3.6. The previous Performance Management Framework was approved in June 2021 and was due for renewal.

4. Key Amendments

4.1. Whilst the fundamental, requisite, subject matter of the Performance Management Framework is unchanged, the nascent draft is very different to the previous iteration, which sought to identify the information that would be captured and reported, in future editions of the Performance Management Framework. The attached draft, however, identifies all sources of information that are currently captured, where this information is reported to, as well as the reporting frequency.

4.2. In common with recent draft strategic planning and performance plans and reports presented to the Board, officers have sought to use language in the draft Performance Management Framework that makes the document approachable and easy to understand. Acronyms and jargon have been avoided, wherever possible, and, when necessary, the narrative seeks to define and explain the content.

4.3. The next review of the Performance Management Framework will be in 2028 in line with the new Strategic Plan cycle.

5. Contribution to quality

Please indicate which of the Orkney Community Plan 2025 to 2030 values are supported in this report adding Yes or No to the relevant area(s):

Resilience: To support and promote our strong communities.	Yes.
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.	Yes.
Fairness: To make sure socio-economic and social factors are balanced.	Yes.
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.

6. Resource and financial implications

6.1. There are no resource or financial implications directly associated with this report.

7. Risk, equality and climate change implications

7.1. The ongoing review of performance and service development is part of the process of identifying, managing and mitigating risks to the IJB.

7.2. There are no equality implications directly associated with this report.

7.3. There are no climate change implications directly associated with this report.

8. Direction required

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

NHS Orkney.	No.
Orkney Islands Council.	No.

9. Escalation required

Please indicate if this report requires escalated to:

NHS Orkney.	No.
Orkney Islands Council.	No.

10. Authors and contact information

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11. Supporting documents

11.1. Appendix 1: Performance Management Framework 2026 – 2028.

Performance Management Framework 2026 - 2028



Version.	Performance Management Framework Version 3.0.
Lead Author.	Policy and Performance Manager.
Approved by.	Orkney Integration Joint Board.
Date Approved.	
Date for Review.	2028.

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What Is Performance Management?

The Orkney Integration Joint Board has the job of planning services, providing resources, and monitoring how community health and social care services perform. These services are delivered on the Integration Joint Board's behalf by NHS Orkney and Orkney Islands Council, with some services delivered by our partners from the Third Sector. The Third Sector refers to local and national private organisations and charities that deliver some services.

Performance management means making sure the Partnership can be held to account for their performance.

This partnership of organisations is known as the Orkney Health and Social Care Partnership.

Performance management is the way that the Orkney Health and Social Care Partnership makes sure that the performance of its services is in line with the priorities, goals and requirements of the Partnership and Integration Joint Board, NHS Orkney, Orkney Islands Council and Scottish Government.

This means:

- Making the objectives of the Partnership clear, so that staff understand their role within the Strategic Plan.
- Looking at how services can be improved.
- Making sure the Partnership and its services can be held to account for their performance.
- Learning from mistakes.
- Celebrating success.

There are benefits for the Integration Joint Board, too, from careful and effective performance management. These include:

- Being able to measure the performance of the services it commissions from its partners.
- Making sure services are continually improving.
- Showing how the organisation is accountable and transparent.

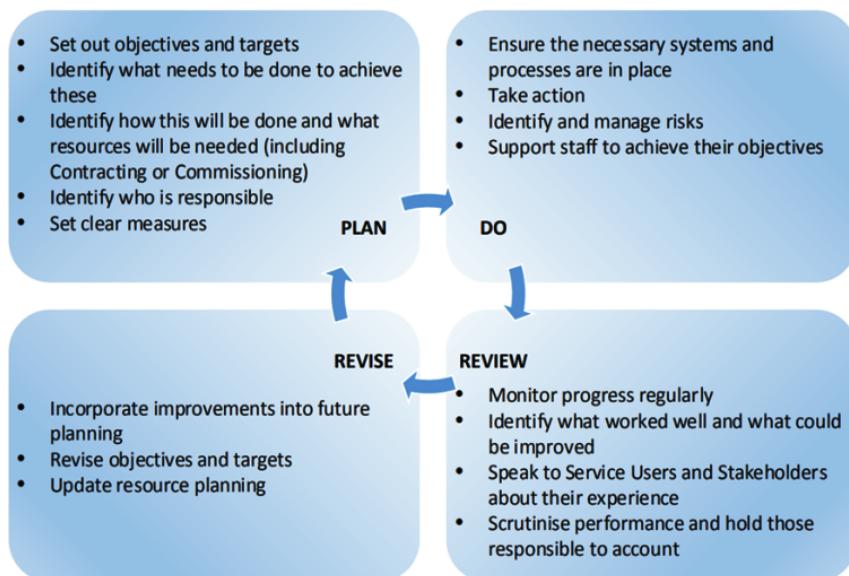
- Allowing the Integration Joint Board to show it is getting the best value from services.
- Enabling employees and service users to be confident in the services they are delivering and receiving.
- Protecting and improving the reputation of the Integration Joint Board.

What is a Performance Management Framework and What Does it do?

Continuous Improvement – Plan, Do, Review, Revise

There is always room for improvement, and an effective Performance Management Framework (simply, the various ways that performance of services is monitored) allows the Partnership to learn from where things have gone right, and wrong. We call this a

“culture of continuous improvement”, and it allows the Partnership to deliver better services for the Orkney community.



A Performance Management Framework helps the Partnership to make informed decisions on future priorities. By using performance information, senior managers can identify areas of strength and weakness, helping them to make sure services are continually improving, by using a standardised, structured approach.

It can also help them to assess how effective new ideas and approaches to service delivery are. For example, a Performance Management Framework can help managers understand if a new way of delivering services has reduced the number of people waiting for services.

An effective Performance Management Framework should help managers and staff improve performance through a logical,

straightforward, approach. We can do this by using a method called Plan, Do, Review, Revise. The diagram above shows how this method is used.

Legislative Requirements

As we have seen, the Integration Joint Board plans the services for which it is responsible, provides resources and monitors performance. These roles are set out for Integration Joint Boards by the Scottish Government in The Public Bodies (Joint Working) (Scotland) Act 2014. You can read the details of the Act [here](#).

As well as monitoring performance, the legislation requires the Integration Joint Board to approve something called a Strategic Plan. This is prepared for the Integration Joint Board by the Partnership. You can read the Integration Joint Board's Strategic Plan [here](#). This Plan lays out the Priorities for the next three years.

The legislation also requires the Integration Joint Board to publish a report, every year, called an Annual Performance Report. It is published on the Integration Joint Board's webpages with copies to Scottish Government, NHS Orkney and Orkney Islands Council as legislated. You can read the latest report [here](#), as well as reports from previous years.

The Scottish Government requires all Integration Joint Board's to produce an Annual Performance Report.

The Annual Performance Report not only provides details of how services have performed against the Priorities in the Strategic Plan but also explains what services have been doing during the last year, as well as providing details of how Orkney is performing against our colleagues in other health and social care partnerships, throughout Scotland.

Reporting – What? Where? When?

The main focus of our Performance Management Framework is the Priorities included in the latest Strategic Plan, alongside the national priorities of Scottish Government. However, we also collect and report information and data to-and-from NHS Orkney, Orkney Islands Council, our Third Sector partners and the Care Inspectorate, as well as the Partnership's Senior Management Team. We will look at each of these, below.

Strategic Priorities

The Partnership's Strategic Plan covers a period of three years, laying out the Priorities for community health and social care service commissioning. The Plan identified six Strategic Priorities:

- Tackling Inequalities and Disadvantage.
- Early Intervention and Prevention.
- Supporting Unpaid Carers.
- Supporting People to Age Well.
- Community Led Support.
- Mental Health and Wellbeing.

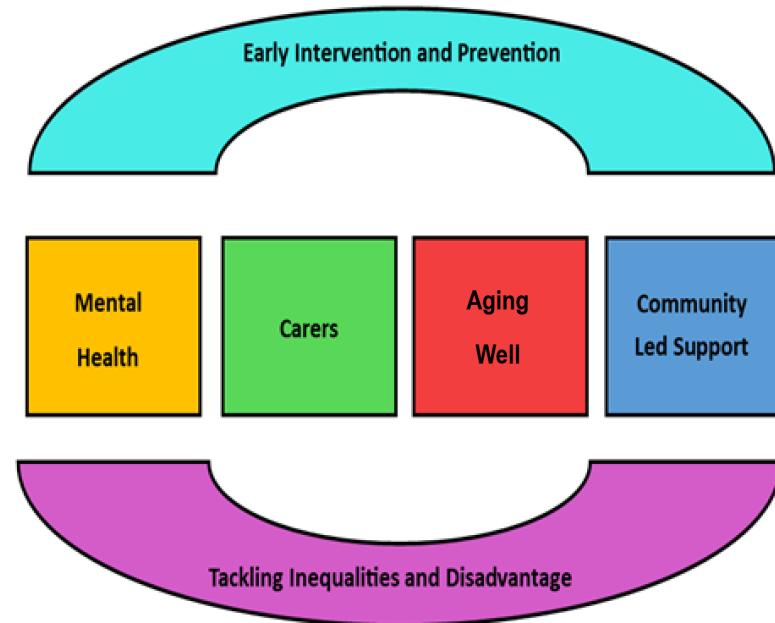
The Partnership believes these Priorities best address the most relevant and urgent health and social care issues in Orkney and are based upon discussion with health and social care professionals, as well as a number of community groups in Orkney.

The Priorities also reflect the National Performance Framework, put together by Scottish Government to improve the wellbeing of people who use services, especially those whose need complex support from both health services and social care. You can read more about the National Performance Framework [here](#).

The Strategic Plan Delivery Plan sits alongside the Strategic Plan and breaks each Priority down into several actions.

Progress against each of these actions is reported to the Performance and Audit Committee, every three months, with an annual update provided within the Annual Performance Report to the Integration Joint Board in June. An update is also delivered to the Strategic Planning Group. This group is an advisory group for the Integration Joint Board for reviewing and updating the Strategic Plan. The group is charged with developing strategies for potential changes to service development and provides recommendations for the Integration Joint Board to consider.

The Strategic Plan lays out the priorities for community health and social care services.



This approach makes sure that the Integration Joint Board is kept fully up to date with the progress made on each of the Strategic Priorities, also providing the opportunity to take early action if progress is slipping.

At the end of the reporting period, the Annual Performance Report shows how services have performed against each of the actions and Strategic Priorities. Where appropriate, some actions may be carried over to the following year.

Local Government Benchmarking Framework

The Local Government Benchmarking Framework brings together a wide range of information, in 11 specific categories, about how Scottish councils perform in delivering services to local communities. You can see a full list of these indicators [here](#). It breaks down the information into four Family Groups of eight, depending on which performance figures, or metrics, are being looked at.

The Adult Social Care Services information, as well as Children's Services relating to social services, falls in the People Services group of metrics, and is shown in the table below:



People Services.	Children, Social Work and Housing Indications.			
	Family Group 1.	Family Group 2.	Family Group 3.	Family Group 4.
	East Renfrewshire.	Moray.	Falkirk.	Eilean Siar.
	East Dunbartonshire.	Stirling.	Dumfries and Galloway.	Dundee City.
	Aberdeenshire.	East Lothian.	Fife.	East Ayrshire.
	City of Edinburgh.	Angus.	South Ayrshire.	North Ayrshire
	Perth and Kinross.	Scottish Borders.	West Lothian.	North Lanarkshire.
	Aberdeen City.	Highland.	South Lanarkshire.	Inverclyde.
	Shetland Islands.	Argyll and Bute.	Renfrewshire.	West Dunbartonshire.
Orkney Islands.	Midlothian.	Clackmannanshire.	Glasgow City.	

The Family Groups are based upon the relative affluence, or perceived wealth, of each area, as well as the geography of the area. However, a greater emphasis is placed upon typical wealth, rather than geography. This has caused some frustration in the past, as the challenges facing the delivery of health and social care services across a group of very rural islands, with a relatively small, widely distributed population, are very different to large, densely populated, urban or suburban towns and cities.

Nonetheless, benchmarking provides both the Integration Joint Board and senior managers with the opportunity to compare and identify trends in their services. All of the information captured by the Local Government Benchmarking Framework is published every year in the Annual Performance Report.

National Health and Wellbeing Indicators

Nine National Health and Wellbeing Outcomes have been set by the Scottish Government, and each Integration Joint Board uses these outcomes to help them set their local priorities. You can read more about the nine National Health and Wellbeing Outcomes [here](#).

There is a set of measures that underpin the National Health and Wellbeing Outcomes, called integration indicators, and all partnerships must report their performance against these indicators. You can read more about these indicators [here](#).

Again, this information is reported to the Integration Joint Board in the Annual Performance Report.

The Annual Performance Report includes performance information relating to the Strategic Priorities, the Local Government Benchmarking Framework, the National Health and Wellbeing Indicators and Inspection of Services.

Inspection of Services

The final set of performance information included in the Annual Performance Report provides a list of health and social care services inspected during the last year.

Health and social care services are monitored and inspected in a range of ways. This is to give both government and public assurance about the quality of care. The Orkney Integration Joint Board is required to report details of inspections carried out relating to the services for which they are responsible.

Healthcare Improvement Scotland carries out inspections of NHS hospitals and services, whilst the Care Inspectorate does the same for social care services. The Mental Welfare Commission also undertakes local visits to review services delivering care for people with mental health needs.

Joint strategic inspections provide independent scrutiny, public assurance, and improvement support across multi-agency services that safeguard vulnerable people. For example, Healthcare Improvement Scotland and His Majesty's Inspectorate of Constabulary in Scotland can do a joint inspection of Police Custody Suites or the Care Inspectorate, Healthcare Improvement Scotland, Education Scotland and His Majesty's Inspectorate of Constabulary in Scotland will carry out a joint inspection of services for children and young people.

Climate Change Duties

As we have already seen, Integration Joint Boards are an example of a Public Body, an organisation that is responsible for public services.

The Scottish Government asks all Public Bodies to publish a report, once a year, on how they are complying with their duties to

tackle climate change. Both NHS Orkney and Orkney Islands Council submit these reports, however it is difficult for the Integration Joint Board because Integration Joint Boards do not employ staff nor own assets.

All public bodies have to produce an annual report saying how they are tackling climate change.

However, a report is prepared annually and sent to the Scottish Government. The information in this report is also presented to the Integration Joint Board., along with the reports from NHS Orkney and Orkney Islands Council.

Equality Outcomes and Unpaid Carers

The Integration Joint Board has approved a strategy for both improving the lives of people with one of the nine Protected Equality Characteristics, you can read about the nine Protected Characteristics [here](#), and people who are an unpaid carer for a family member or friend.

Both strategies include several goals which, at the end of the term of each strategy, are measured, and used to monitor the performance of services in each of these areas.

What?	Where?	When?
Strategic Priorities through the Annual Performance Report.	Integration Joint Board.	Annually.
Strategic Priorities through the Strategic Plan Delivery Plan Update Report.	Performance and Audit Committee.	Quarterly.
Local Government Benchmarking Framework through the Annual Performance Report.	Integration Joint Board.	Annually.
Inspection of Services through the Registered Services Assurance Report.	Performance and Audit Committee.	Six monthly.
Inspection of Services through the Annual Performance Report.	Integration Joint Board.	Annually.
Climate Change Duties.	Integration Joint Board.	Annually.
Unpaid Carers Strategy.	Integration Joint Board.	Every 3 years.
Equality Outcomes.	Integration Joint Board.	Every 4 years.
Orkney Alcohol and Drugs Partnership Annual Return.	Integration Joint Board.	Annually.
Orkney Community Justice Partnership Annual Report.	Integration Joint Board.	Annually.

Scottish Government and their Appointed Agencies

Scottish Government produces reports regularly on how services are performing throughout the country. Much of this information relates to those services for which the Partnership is responsible in Orkney, so this means we must capture and supply information, to Scottish Government, regularly. Some of this information is captured and reported every week, some quarterly, whilst others are reported just once a year. Capturing this information is often quite complicated, but it is vital if Scottish Government is to understand the demand for services throughout the country

Reporting information to Scottish Government is vital if they are to understand the demand for services.

What?	Where?	When?
Care at Home. This covers those who are waiting for an assessment for whether they need Care at Home services, as well as those who have been assessed, but are waiting for the care package to be finalised.	Public Health Scotland.	Weekly.
Delayed Discharges of Care. This provides data on individuals who have been in Hospital aged over 18 who are considered to be well enough to return home however ongoing needs in the community cannot be met immediately.	Social Care Immediate Response and Improvement Division, Scottish Government.	Weekly.
Child and Adolescent Mental Health Services (CAMHS) – 18 Week Referral to Treatment. Aggregate data for any child or young person under 18 who is assessed as needing CAMHS.	Public Health Scotland.	Monthly.
Psychological Therapy – 18 Week referral to treatment.	Public Health Scotland.	Monthly.
Psychological Therapies Training Coordinator. This return provides data on training delivered, how Orkney performs.	NHS Education Scotland.	Six monthly.
Trajectory Modelling for Psychological Therapies. This return includes data on waiting list management.	Mental Health Directorate, Scottish Government.	Annual.
Post Diagnostic Support for Dementia Diagnosis. This includes a range of information such as demographics, gender, severity of diagnosis, level of post diagnosis support.	Public Health Scotland.	Quarterly.
Learning Disability Health Checks. This return provides information on number of health checks undertaken.	Public Health Scotland.	Quarterly.

What?	Where?	When?
Mental Health Indicators. This is a summary of progress with Mental Health Quality Indicators such as how quickly a patient is seen after discharge.	Public Health Scotland.	Quarterly.
Community Justice Unpaid Community Payback Order Data.	Justice Social Analytics Service, Scottish Government.	Quarterly.
Justice Social Work Report.	Justice Social Analytics Service, Scottish Government.	Annual,
Free Personal and Nursing Care. A report summarising the number of people receiving free personal and nursing care.	Social Care Analytical Unit, Scottish Government.	Bi-annually.
Source Data – Care at Home and Care Homes. A summary of the numbers of people using Care at Home and Residential Care Home services.	Public Health Scotland.	Quarterly.
Source Data – Telecare. This provides data regarding the number of people who are receiving and using Telecare and Community Care Alarm Systems.	Public Health Scotland.	Annually.
Local Authority Social Work Survey. Information regarding social work and care staff registered with the Scottish Social Services Council.	Scottish Social Services Council.	Annually.
Looked After Children and Care Leavers. This report gives Scottish Government information on the numbers of children who are the responsibility of the Council, as well as those who are leaving care and transitioning to adulthood.	Scottish Government.	Annually.

What?	Where?	When?
Medication Assisted Treatment (MAT) Standards Implementation. This provides detail on work done locally to meet the 10 Standards such as same day access, informed choice of treatment.	MAT Standards Implementation Support Team, Scottish Government.	Quarterly.
Drugs and Alcohol Information System (DAISy) Data.	Public Health Scotland.	Quarterly.
Health Visiting Five Core Visits Data. This provides information on primary visit and subsequent reviews.	Public Health Scotland.	Annually.
Breastfeeding/Infant Feeding Data. This provides data on babies who are breastfed partially or exclusively.	Public Health Scotland.	Annually.
Monitoring Ages and Stages Questionnaire (ASQ) Assessment for Developmental Data for Health Visitors. This gives data on developmental progress at key ages.	Public Health Scotland.	Annually.
Maintenance of UNICEF Baby Friendly Gold Standard.	UNICEF.	Annually.
Maternal Infant Nutrition Report. This is a joint report with Maternity Services and Health Visitors.	Scottish Government.	Annually.
Number of babies who have received SHANAARI assessment by 8 weeks with a core or additional status (Excellence in Care Measure).	Health Improvement Scotland.	Monthly.
Number of referrals aligning with the school nurse pathway (Excellence in Care).	Health Improvement Scotland.	Monthly.
Climate Change Duties. Please see page 9 for details.	Scottish Government.	Annually.
National Dental Inspection Programme. This provides data on basic inspections for all children in Primary 1 and Primary 7.	Public Health Scotland.	Annually.

Health and Social Care Partnership Management

It is vital that the managers of health and social care services understand the current demand for those services.

The numbers of people needing support can vary a lot, so managers need to know how to make the best use of their staff and resources, at any given time, whilst also keeping an eye on any trends that may be developing, so they can make longer-term plans for delivering services. The table below illustrates a range of information that is gathered to help understand the demand and pressures, some of which is internal use only.

Managers need to know the local demand for services if they are to plan effectively.

What?	Where?	When?
Children's Services Weekly Report. This report covers many different aspects of Children's Services, including Child Protection information, Children in Need data, Assessments, Looked-After Children data, and information regarding the frequency and type of contact with service users.	Children's Services' Managers.	Weekly.
Interagency Referral Discussion (IRD) Review Report.	Child Protection Sub-committee.	Quarterly.
Child Voice Audit.	Child Protection Sub-committee.	Quarterly.
Child Protection Audit.	Child Protection Sub-committee.	Quarterly.
Mental Health Weekly Check. This includes information on referrals regarding assessment clinicals and allocation for nursing and psychiatry.	Mental Health Services.	Weekly.
Social Work / Social Care Record. This is a comprehensive report covering a host of different adult services, including information on care home occupancy, social work assessments, care at home services, and unpaid carers, amongst many others.	Adult Services Managers.	Weekly.

What?	Where?	When?
<p>Contracts. The Partnership arranges for some specialist services to be delivered by private or charitable organisations. For example, some mental health services are delivered by The Orkney Blide Trust, whilst Scottish Autism support some people with severe autism.</p> <p>The Partnership also needs to buy some services to support the work they do. For example, the social work/social care electronic patient record system is supplied and supported by a specialist supplier.</p> <p>In each case, the Partnership and the service supplier agree the services that will be provided, and the supplier provides a regular update to the Partnership on how those services are performing.</p>	Senior Management Team.	Quarterly.
Safe Care. This is information on staffing levels and components to ensure the correct staffing level and mix of skills are working.	NHS Orkney and Social Care Leads.	Daily.

NHS Orkney and Orkney Islands Council

Both of the Partnership's service delivery partners, NHS Orkney and Orkney Islands Council, have a range of committees that monitor how services are performing. For example, the Integration Joint Board's Annual Performance Report is presented to the Integration Joint Board and NHS Orkney's Joint Clinical and Care Governance Committee and Orkney Islands Council's Policy and Resources Committee.

What?	Where?	When?
Annual Performance Report. Once approved by the Integration Joint Board, is shared with the delivery partners.	Joint Clinical and Care Governance Committee.	Annually.
Annual Performance Report. Once approved by the Integration Joint Board, is shared with the delivery partners.	Policy and Resources Committee.	Annually.
Social Work and Social Care Service Experience Report. The report providing details of all complaints and compliments for social work and social care activity during the last quarter. No service user names are used in these reports.	Joint Clinical and Care Governance Committee.	Annually.
Mental Health Assurance Report.	Joint Clinical and Care Governance Committee.	Six monthly.
Children's Health Assurance Report.	Joint Clinical and Care Governance Committee.	Six monthly.
Chief Social Work Officer's Annual Report.	Policy and Resources Committee.	Annually.
Chief Social Work Officer's Annual Report.	Joint Clinical and Care Governance Committee.	Annually.
Patient Experience/Engagement/Planning with People Update. Provides data on NHS Services such as complaints.	Joint Clinical and Care Governance Committee	Quarterly.
Health and Care Safe Staffing Self-Assessment Compliance Report for NHS Services.	Operational People Group, NHS Orkney.	Quarterly.
Integrated Performance Report - Community. Provides data on CAMHS, Psychological Therapies and Allied Health Professional data.	Joint Clinical and Care Governance.	Quarterly.

What?	Where?	When?
Integrated Performance Report - Community. Provides data on CAMHS, Psychological Therapies and Allied Health Professional data.	Board of NHS Orkney.	Quarterly.
Corporate Strategy. This provides updates on progress of actions assigned to the Orkney Health and Social Care Partnership.	Board of NHS Orkney.	Quarterly.
Orkney Health and Care Performance Monitoring. This includes data on the Council's Cross Council Performance Indicators including data on sickness, sickness management, accident and incidents, complaints and compliments.	Policy and Resources Committee.	Six monthly.
The Council Delivery Plan. This provides updates on progress of actions assigned to the Orkney Health and Social Care Partnership.	Policy and Resources Committee.	Six monthly.
Performance Review. Provides updates on statutory and Mandatory Training, Sickness.	Senior Leadership Team, NHS Orkney.	Quarterly.
Care Home Assurance Report.	Social Work and Social Care Governance Board.	Six monthly.
Care at Home Assurance Report.	Social Work and Social Care Governance Board.	Six monthly.

What's Next?

This Performance Management Framework covers the three years, 2026 – 2028, and will be reviewed again in 2028 in line with the Strategic Plan cycle.