



Induction Pack for Members

Integration Joint Board

Version.	Induction Pack for Members.
Strategic Lead.	Chief Officer
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Introduction

Integration Joint Boards were established in Scotland under the [Public Bodies \(Joint Working\) \(Scotland\) Act 2014](#).

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

The Act 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.

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 the 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](#) regulate the proceedings and business of the Orkney IJB and apply equally to its Committees and Sub-committees. Any statutory provision, regulation or direction issued by the Scottish Ministers shall have precedence if they are in conflict with the local Standing Orders.

Membership

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

Voting Members

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

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.

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.
- Patient/service user representatives.
- Carer's representatives.
- A representative of the third sector.
- A staff representative from each of the Parties.
- A housing representative.

Chair and Vice Chair

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 Health Board and the Local Authority. The Chair does not have a casting vote.

Term of Appointment

All appointments, with the exception of the Chief Officer, the Chief Finance Officer 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.

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.

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.

The [Code of Conduct](#) for the Orkney IJB has been specifically developed using the Model Code of Conduct for Members of Devolved Public Bodies issued by the Standards Commission for Scotland. As a member it is your responsibility to make sure that you are familiar with, and that your actions comply with, the provisions of the Code of Conduct.

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

After appointment, the Standards Officer issues all Board members forms to complete to enable them to register any interests described at Section 4 of the Code of Conduct. A record of these are held by the Standards Officer and are available on request. 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 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.

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

Roles and Responsibilities

Skills and Experience

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

You are required to have a positive approach, and a commitment, to the principles of integration and joint working, as well as a willingness to work towards the success of the 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.

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

You must have the 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 IJB members in a professional advisory capacity you must be able to communicate and have regard to the interests of the 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 IJB.

Main Tasks

To always act in the interests of patients, service users, carers, the workforce and the public.

To participate actively and constructively in all IJB meetings, and in associated pieces of work, in agreement with the 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 IJB by demonstrating the following leadership qualities in relation to your 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.

Where membership arises from a position as a non voting professional advisor, bring the appropriate professional perspective to the matters being discussed by the IJB. Membership of the IJB can be found [here](#).

Where membership arises from a position as a non voting stakeholder, bring the perspective of that stakeholder group to the matter being discussed by the IJB.

Maintain a focus within the 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 IJB and respect the code of conduct of the IJB.

Time Commitment

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

There will be a development session between each formal Board meeting and these will be for 90 minutes. There are also regular informal catch ups which last one hour.

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.

The length of time a person can be appointed to the Board is for two years in the first instance which may be extended, with the exception of those appointed by virtue of their post (the Chief Officer, the Chief Finance Officer and the Chief Social Work Officer).

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 Health Board and Local Authority alternate which of them is to appoint the Chair and Vice Chair in respect of successive two 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 Chair on all matters within their 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.

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 the Sub-Committees of the Integration Joint Board [here](#).

Performance and Audit Committee

The Orkney IJB has a Performance and Audit Committee which meets four times each financial year. The Committee has eight 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, who is appointed by the IJB, will be a voting member of the IJB not currently holding the Chair of the IJB. A Vice 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 the Sub-Committees of the Integration Joint Board [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:

- The function of providing assurance that all necessary systems and processes are in place that ensure staff engaging in population health-related activities incorporate the key components of population health governance.
- The function of providing assurance regarding participation, patient and service users' rights, experience and feedback.
- 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.
- The function of providing the Integration Joint Board 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.

- The requirements set out in documents known as MEL (1998)75, MEL (2000)29 and HDL (2001)74 around the guidance on the implementation of Clinical Governance in the NHS in Scotland and the requirements for Integration Joint Boards clinical governance as detailed in the Public Bodies (Joint Working) (Scotland) Act 2014.

The following list of officers form the membership:

- 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.
- Two 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.
- A public representative.
- A third sector representative.

The Terms of Reference of the Joint Clinical and Care Governance Committee can be found within the Sub-Committees of the Integration Joint Board [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 Joint Staff Forum is the forum where the Chief Officer and the recognised Trade Unions and Professional Organisations work together to inform strategic plan decisions to improve the wellbeing of the people who use health and social care services, particularly those whose needs are complex and involve support from health and social care at the same time.

The Forum will:

- Inform thinking around priorities on health and social care issues.
- Inform and test delivery and the implementation in relation to strategic plans.
- Advise on workforce planning and development, delivery of workforce governance and how they link to the Strategic Plan and strategic plan decisions e.g. promote equality and diversity across the partnership.

The Terms of Reference of the Joint Staff Forum can be found within the Sub-Committees of the Integration Joint Board [here](#).

Strategic Plan

The Act places a number of duties on the Orkney IJB, one of which 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 community health and social care services, a list of services delegated to the Orkney IJB is available [here](#), 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, and the associated Delivery 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 the 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 the 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 proactively 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).
- Darren Morrow, Head of Children, Families and Justice Services and Chief Social Work Officer, (darren.morrow@orkney.gov.uk or 01856873535 extension 2611).
- John Daniels, Head of Primary Care Services, (john.daniels@nhs.scot or 01856888066).
- Deborah Langan, Chief Finance Officer (deborah.langan@orkney.gov.uk or 01856873535 extension 2601). Note: From December 2025 to November 2026 the role of Chief Finance Officer will be covered by Mohammed Sohail (mohammed.sohail@orkney.gov.uk).
- Wendy Lycett, Principal Pharmacist (wendy.lycett2@nhs.scot or 01856888015).
- Vacant, Associate Director of Allied Health Professions.

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

The IJB have a range of key documents available.

The Strategic Plan and Strategic Plan Delivery Plans can be found [here](#). You can also find copies of the Annual Performance Reports on this page.

IJB Finance documents can be found [here](#), some key documents include:

- Medium Term Financial Plan.
- Financial Regulations.
- Financial Assurance.
- Reserves Policy.
- Stakeholder Representative Expenses.

IJB Governance documents can be found, some key documents include:

- Risk Management Strategy.
- Codes of Conduct.
- Orkney Integration Scheme.
- Records Management Plan.
- Stading Orders.
- Equalities Outcomes and Mainstreaming.
- Freedom of Information Policy.
- Publication Scheme.

Other Strategies and Plans can be found [here](#), some key documents include:

- Market Facilitation Statement.
- Communication and Engagement Strategy.
- IJB Complaints Handling Procedure.
- Performance Management Framework.

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/Acronyms

The below table gives some additional information which might be useful. This list is not comprehensive, should you have a query please get in touch with Stephanie Johnston, stephanie.johnston@orkney.gov.uk, who will assist.

AHP.	Allied Health Professions.
ANP.	Advance Nurse Practitioner.
APR.	Annual Performance Report.
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 is the national association of Scottish councils and acts as an employers' association for its 32 member authorities
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.
CPP.	Community Planning Partnership.
CSWO.	Chief Social Work Officer.
EqlA.	Equality Impact Assessment.
FOI.	Freedom of Information.
GDC.	General Dental Council.
GDS.	General Dental Services.
GMS.	General Medical Services.
HIS.	Healthcare Improvement Scotland.
HSCP.	Health and Social Care Partnership.
ICIA.	Island Communities Impact Assessment.
IJB.	Integration Joint Board.
JCCGC.	Joint Clinical and Care Governance Committee.
JSF.	Joint Staff Forum.
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 .

LTC.	Long Term Conditions.
MHO.	Mental Health Officer.
MWC.	Mental Welfare Commission.
NHSO.	NHS Orkney.
NMC.	Nursing and Midwifery Council.
OIC.	Orkney Islands Council.
PAC.	Performance and Audit Committee.
PCIP.	Primary Care Improvement Plan.
PDS.	Public Dental Services.
SPG.	Strategic Planning Group.
SSSC.	Scottish Social Services Council.

Review

The Induction Pack for Members will be reviewed every five years.