

Midlothian Integration Joint Board



Thursday 13th October 2022, 14.00-16.00

IJB Draft Performance Framework (Phase 1)

Item number: 5.6

Executive summary

The purpose of this paper is to inform review and discussion of the first draft of the IJB Performance Framework (Phase 1).

Board members are asked to:

- Note the Performance Framework;
 - Provide feedback regarding the purpose, content, and accessibility of the Performance Framework;
 - Highlight any points for clarification; and
 - Identify any areas for improvement.
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IJB Draft Performance Framework (Phase 1)

1 Purpose

The purpose of this paper is to inform review and discussion of the first draft of the IJB Performance Framework (Phase 1).

2 Recommendations

As a result of this paper Members are asked to:

- 2.1 Note the Performance Framework;
- 2.2 Provide feedback regarding the purpose, content, and accessibility of the Performance Framework;
- 2.3 Highlight any points for clarification; and
- 2.4 Identify any areas for improvement.

3 Background and main report

3.1 The core objectives of a Performance Management System are:

- For performance evaluation;
- To improve work and performance; and
- For staff development and continuous learning.

3.2 For a Performance Management System to succeed, it needs to be built upon a solid foundation of measurement – to understand, to improve, and to provide evidence. A Performance Framework is a structured tool to support these activities in a consistent manner across a complex system.

3.3 The IJB has previously set out the ambition to develop a Performance Framework, and is currently subject to an open audit action:

“Performance measures in the MIJB’s Performance Management Framework should be more appropriately aligned to key priorities and outcomes of its Strategic Plan”.

3.4 Phase 1 will cover the Directions in their current form, and therefore will be revised accordingly when Directions are updated. The aim is that the next phase will

provide a more streamlined document, that acknowledges and aligns with a number of key pieces of work that are in development.

- 3.5 The frequency timescales indicated in the Performance Framework are when the external data are made available to the HSCP for review and wider sharing / reporting.
- 3.6 This IJB Performance Framework will be complemented by a separate Performance Framework for the HSCP which will be available in early 2023, focussing on operational (rather than strategic) data.
- 3.7 We will include a formal report of progress towards the aim of creating Performance Frameworks, that sit within a Performance Management System, within the Annual Performance Report for 2022/23. This will reference the ambition we described in the Annual Performance Report for 2021/22.

4 Policy Implications

The Performance Framework has been designed to support several activities, including the following statutory reporting requirements:

- 4.1 IJBs have a legal obligation to produce an annual performance report in line with [The Public Bodies \(Joint Working\) \(Content of Performance Reports\) \(Scotland\) Regulations 2014](#) and the Scottish Government Guidance: [Health and Social Care Integration Partnerships: reporting guidance](#).
- 4.2 This includes reporting on the national [Core Suite of Integration Indicators](#) provided by Public Health Scotland, using these to support reporting on how well we are progressing the [9 National Health and Wellbeing Outcomes](#) which apply to integrated health and social care.

5 Directions Implications

- 5.1 There are no implications on the Directions. The Performance Framework is a resource to support the Directions and will be subject to regular review as indicated by the Integration Manager and / or the Performance Manager.

6 Equalities Implications

- 6.1 There are no equality implications from this Performance Framework itself but there may be implications in the actions that result from work to achieve the aims described therein.

7 Resource Implications

- 7.1 There may be resource implications resulting from further actions to achieve the ambitions of the Performance Framework in respect of the workforce required to undertake data analysis and presentation.

8 Risk

- 8.1 The primary risk is that the IJB fails to monitor relevant performance measures in a way that articulates outcomes as well as outputs. Traditional attribution-based analysis approaches will not provide the strategic-level data required to demonstrate evidence of progress towards IJB Aims, Directions and National Health and Wellbeing Outcomes.
- 8.2 The secondary risk is that the HSCP fails to retain / recruit the appropriately qualified workforce within the Performance Team during this period of continued instability across health and care systems. There is a growing recognition of the organisational value of this expertise, and as a result the employment market is becoming increasingly competitive and volatile.

9 Involving people

- 9.1 The Performance Assurance & Governance Group (PAGG) meet monthly to review and discuss these measures as part of wider data assurance. Membership of the group will be expanded to ensure increased representation of elected officials, the third sector and public health.

10 Background Papers

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Appendix 1: Draft IJB Performance Framework (Phase 1)