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Agenda Item: 11.

Integration Joint Board

Date of Meeting: 22 April 2026.

Subject: Strategic Plan Delivery Plan.

1. Purpose

1.1. To present the draft Strategic Plan Delivery Plan for 2026/27, for Members' approval.

2. Recommendations

It is recommended:

2.1. That the draft Strategic Plan Delivery Plan 2026/27, attached as Appendix 1 to this report, be approved.

3. Background

3.1. The Orkney Integration Joint Board (IJB) is required to have a Strategic Plan covering a period of three years. The current Plan, 2025 – 2028, was approved by the IJB on 30 April 2025.

3.2. The Strategic Plan establishes the IJB's focus for the lifespan of the Plan, based on clear principles and priorities. This includes the national integration principles, which have been considered when designing the Plan.

3.3. On 30 April 2025, the IJB approved the Strategic Plan 2025 – 2028 and the Strategic Plan Delivery Plan 2025/26. Progress made against the six strategic priorities is presented quarterly to the Performance and Audit Committee.

4. Strategic Plan Delivery Plan 2026/27

4.1. The Strategic Plan Delivery Plan 2026/27, attached as Appendix 1 to this report, delivers an outline of the six Strategic Priorities, adopted by the IJB in the Strategic Plan 2025 – 2028, as well as the intention of each Strategic Priority.

4.2. The Strategic Plan Delivery Plan goes on to articulate specific outcomes relating to each Strategic Priority and, crucially, details how the respective outcomes will be measured.

4.3. All Milestones and Actions are SMART with a lead and target deadline identified.

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.	Yes.
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.	Yes.
Leadership: To involve partners such as community councils, community groups, voluntary groups and individuals in the process.	Yes.
Sustainability: To make sure economic and environmental factors are balanced.	Yes.

6. Resource and financial implications

6.1. There are no resource or financial implications arising directly from the report. Any actions arising must be met from within existing approved budgets.

7. Risk, equality and climate change implications

7.1. The main risks to the effective implementation of the Strategic Plan Delivery Plan arise from the current funding constraints, and the level of savings that the Board will be required to realise over the course of the Strategic Plan, on an annual basis, as well as the ongoing reliance on agency and locum staff.

7.2. Both an Equality Impact Assessment and an Island Communities Impact Assessment were undertaken in respect of the Strategic Plan 2025 –2028. Further assessments are not required for performance monitoring purposes.

7.3. The responsibilities of the Integration Joint Board under the Climate Change (Scotland) Act 2009 and the subsequent Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015 have been considered during development of both the draft Strategic Plan and Delivery Plan, particularly with regard to the partnership's service delivery partners.

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: Strategic Plan Delivery Plan 2026/27.

Strategic Plan Delivery Plan 2026/27

How we will deliver our Strategic Priorities this year

Orkney Health and Social Care Partnership



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Introduction

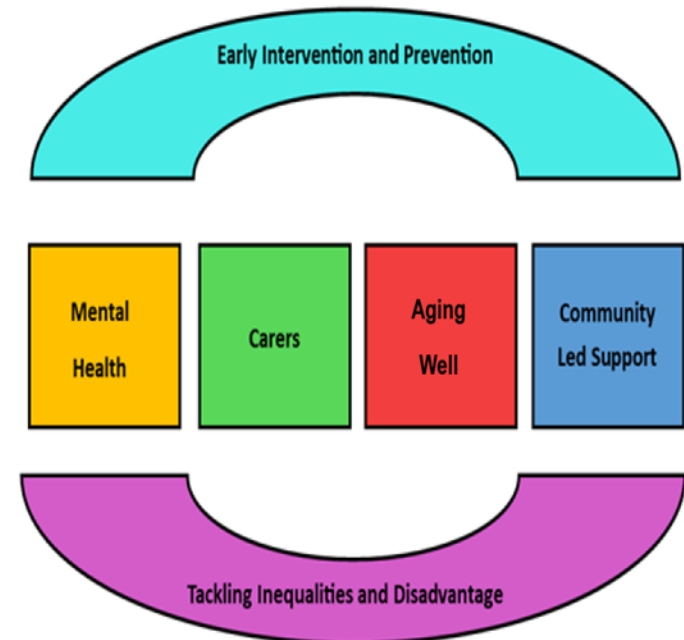
This is the second iteration of the IJB's Strategic Plan Delivery Plan, a document that seeks to provide details of how we intend to deliver the Partnership's six Strategic Priorities, over the coming year.

Our Strategic Priorities were determined through consultation and engagement with service users and professionals, and it is clear people still felt the Strategic Priorities from our previous plan cover the most pressing issues facing health and social services in the County. These Priorities will remain throughout the life of the current Strategic Plan. You can read the Partnership's current Strategic Plan [here](#).

Professional acknowledgment that services must respond to changing public expectations, budgetary challenges, staffing shortages and changing demographics, have resulted in new ideas and innovations in service delivery, such as the use of digital technology.

The priorities must be considered within the broader context and recognition that helping people to maintain their health and wellbeing, providing access to preventative services, and delivering for everyone, regardless of circumstance, will encompass every aspect of strategic planning and service delivery. We will use shared decision making to place our population at the centre of their care, always listening to what matters to you.

Orkney Health and Social Care Partnership's Strategic Plan, and this Delivery Plan, should be read within the context of public services' delivery, in Orkney. There are multiple strategic plans, issued by a number of statutory and third sector agencies, all of which retain common themes. Despite attempting to tackle different challenges, all these plans seek to improve the overall health and wellbeing of the people of Orkney and, consequently, are inextricably linked.



The Scottish Government, too, has a plan to improve health and wellbeing across Scotland. This plan is summarised in the nine National Health and Wellbeing Outcomes. You can read more about these outcomes [here](#). You will find a summary of the Outcomes addressed by each of the Strategic Priorities below.

Finally, it should be noted that no single Strategic Priority sits in isolation; each has a direct influence and effect on the others. This means co-production, across every aspect of service delivery in the health and social care sector (and in public services delivery, in general) is mandatory if we are to successfully deliver upon our stated Strategic Priorities and, most importantly, improve the health and wellbeing of people in Orkney.

Delivery Milestones

It is important that we articulate how we intend to deliver the Partnership's Strategic Priorities, and especially how we intend to measure our progress.

Last year, we developed a set of Delivery Milestones with corresponding Actions and Measures, and we report progress against them in our Annual Performance Report. While most milestones were achieved or remain on track, a number were not met. These have been incorporated into the 2026/27 Delivery Plan, outlining how we will address them in the coming year.

Priority: Tackling Inequalities and Disadvantage

Outline

We are committed to:

- Working to keep children, young people, and vulnerable adults safe.
- Making sure that everybody can access the service or treatment that they might need, when they need it.
- Removing barriers to accessing services.
- Working with partners to address financial hardship.
- Ensuring Orkney is a safe and happy place to live, for everyone.

Strategic Intention

The provision of multi-professional, 21st century health and social care, which is tailored to the needs of our population.

This Strategic Priority Contributes to:

Outcome 5: Health and social care services contribute to reducing health inequalities.

Delivery Milestone	Action/Measure	Lead	Timescale
We will delivery a Brightstar Breakfast Pilot from August 2025 to July 2026 to enable that school children involved in the pilot are able to access breakfast.	Complete a pilot evaluation and share the findings with the Cost of Living Task Force..	Chief Officer. Service Manager (Secondary and Tertiary Education). Cost of Living Task Force.	31 April 2026.
We will establish a Fuel Poverty Action Plan.	Develop and approve a Fuel Poverty Action Plan.	Chief Officer.	30 September 2026.

Delivery Milestone	Action/Measure	Lead	Timescale
		Cost of Living Task Force.	

Priority: Prevention and Early Intervention

Outline

Our strengthened focus on prevention and early intervention will promote good, positive, physical and mental health, and wellbeing, for all people, whatever their age.

Strategic Intention

Prevention and Early Intervention, across the lifespan, is vital to all our priorities. We want to empower people to be more aware of, and responsible for, their health and wellbeing, whatever their age or background. We are committed to improving the overall health and wellbeing of children, young people, and adults, in Orkney. Communities and the local environment play an important role in promoting good health and providing opportunities to be active, to be involved, and to connect with others.

This Strategic Priority Contributes to:

Outcome 1: People are able to look after and improve their own health and wellbeing and live in good health for longer.

Outcome 4: Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

Delivery Milestone	Action/Measure	Lead	Timescale
We will implement GIRFE tools across Orkney Health and Social Care Partnership community services.	By March 2027, GIRFE (Getting It Right for Everyone) processes — including Team Around the Person (TAP), My Life Plan documentation, and agreed care coordination steps — will be implemented across all core Orkney Health and Care community services, building on the early pilot work and ensuring that GIRFE tools are used consistently in day-to-day	Lead Allied Health Professional (Adults).	31 March 2027.

Delivery Milestone	Action/Measure	Lead	Timescale
	practice to support coordinated, person-centred care.		
We will identify support for drug and alcohol for children and young people.	Scope out and develop specialist drug and alcohol support for children and young people under the age of 18.	Head of Children, Families and Justice Services. Head of Health and Community Care.	31 March 2027.
We will develop and implement an Early Language and Communication Strategy for Children.	Prioritising support for early years speech, language and communication in line with the Scottish Government Early Years Speech Language and Communication Action Plan.	Service Manager (Children's Health Services). Head of Children, Families and Justice Services.	31 December 2026.
We will implement a single pathway for neurodevelopmental assessment for children and young people.	Children and families will experience more timely assessments, with longest waits reducing from 101 weeks to 12 weeks in line with National Outpatient appointment targets.	Service Manager (Children's Health Services). Head of Children, Families. Clinical Director – CAMHS.	31 March 2027.
The new Public Protection webpages to accompany the Growing Up In Orkney webpages will be published.	The new Public Protection Webpages will go live.	Lead Officer – Public Protection.	30 September 2026.
We will improve registration for Orkney residents for NHS dental services.	Continue to develop professional and operational relationships with General Dental Services with a view to monitoring dental capacity and improve recruitment.	Director of Dentistry. Head of Primary Care Services.	31 March 2027.

Priority: Supporting Unpaid Carers

Outline

The Scottish Government has observed that the care system could not cope without the enormous contribution from unpaid carers. The Carers (Scotland) Act 2016 recognised this contribution, promising to ‘promote, defend, and extend the rights’ of adult and young carers across Scotland. The Act enhances and extends the rights of carers, with carers now entitled to their own support plan.

The role of unpaid carers is also recognised in the Scottish Government’s nine National Health and Wellbeing Outcomes. This recognition is local, too, with support for unpaid carers being one of our strategic priorities.

Strategic Intention

The Carers’ Strategy Group, a group with membership from across the statutory and third sectors, as well as unpaid carer representation, is charged with delivery of the Carers’ Strategy.

The group is currently developing the new Carer Strategy, a document that will provide detail on how we will improve the lives of unpaid carers in Orkney. This strategy is being developed in collaboration with unpaid carers themselves: each of the actions included in the strategy, and in this plan, will be both articulated and validated by unpaid carers, themselves.

This Strategic Priority Contributes to:

Outcome 1: People are able to look after and improve their own health and wellbeing and live in good health for longer.

Outcome 2: People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.

Outcome 4: Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

Outcome 6: People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.

Delivery Milestone	Action/Measure	Lead	Timescale
We will establish how PARIS can capture if a Carer Assessment has been offered to an unpaid carer and implement this change.	Upgrade PARIS to capture when a Carer Assessment has been offered to an unpaid carer.	Carer Lead. Policy and Performance Manager.	
Prepare and publish a dedicated Young Carer Strategy.	Publish the Young Carer Strategy.	Carer Lead. Policy and Performance Manager.	30 September 2026.
Deliver an Unpaid Carer Friendly Policy for staff employed by Orkney Islands Council (OIC).	Prepare and publish an OIC Unpaid Carer Friendly Policy.	Head of Human Resources and Organisational Development. Policy and Performance Manager.	30 August 2026.
Begin training frontline workers throughout statutory and third sector organisations, making them “carer-aware.”	Undertake training of at least 100 frontline workers.	Carer Lead. Policy and Performance Manager.	31 October 2026.
We will reach more people delivering care to family or friends, who have not sought carer services, and measure that number.	Increase the number of unpaid carers contacting Crossroads Care Orkney, for support, from 96, in 2025, to 110.	Carer Lead. Policy and Performance Manager.	31 March 2027.

Priority: Supporting People to Age Well

Outline

Older people consistently tell us they would prefer to stay in their own homes, in their own communities, for as long as possible, rather than move into supported accommodation or residential care. Whilst we have invested significantly in improving sheltered and residential care for our most frail and vulnerable older people (such as the new care home in Stromness, and the planned new care facility in Kirkwall), we recognise people want to receive support, wherever possible, at home.

Strategic Intention

If we are to be more successful in meeting peoples' preferences, we need to ensure we have an adequate workforce, appropriately remunerated and fully trained in the delivery of complex care. We need to ensure all possible use of technology is maximised and that all community-based teams are working collaboratively together for the benefit of the people in our care.

We will work together with our partners across the health, care, and third sectors to help people access activities and services to meet the needs of vulnerable older people.

We will ensure that people living with frailty are able to access well planned and well-coordinated services which are tailored to their individual needs and support their health, wellbeing, and independence at every stage of their condition.

This Strategic Priority Contributes to:

Outcome 1: People are able to look after and improve their own health and wellbeing and live in good health for longer.

Outcome 2: People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.

Outcome 9: Resources are used effectively and efficiently in the provision of health and social care services.

Delivery Milestone	Action/Measure	Lead	Timescale
Establish routine frailty assessment processes.	By March 2027, frailty assessment using the Rockwood Clinical Frailty Scale (CFS) will be routinely undertaken across OHAC community services, with at least 10% of people aged 65 and over having a documented CFS score recorded within their GP record, in line with the Healthcare Improvement Scotland Focus on Frailty programme.	Lead Allied Health Professional (Adults).	31 March 2027.
Establish a digital Ageing Well Hub.	In partnership with older adults and carers, establish a digital Ageing Well hub that provides self-management tools and signposting, by December 2026.	Lead Allied Health Professional (Adults).	31 December 2026.
Reduce the number of individuals who are on the Waiting List for a new care at home package across the communities of Orkney	Reduce the number of individuals who are waiting on a new care at home package, residing in the communities of Orkney, from 42 individuals by 15%.	Service Manager (Community Care and Social Care).	31 March 2027.
Have a fully digital Telecare/Community Care Alarm Service.	Transition all remaining individuals with analogue Telecare/Community Care Alarm equipment to have the service 100% digitally operational.	Service Manager (Community Care and Social Care).	31 March 2027.
We will improve the proportion of care services graded 'good' (4) or better in Care Inspectorate inspections.	The proportion of care services graded 'good' (4) and above will increase from 92.1% in 2024/25 to 95%.	Service Manager (Community Care and Social Care). Service Manager (Adult and Learning Disability Social Work).	31 March 2027.

Delivery Milestone	Action/Measure	Lead	Timescale
We will initiate and conduct a review the Social Care model to make it more attractive as a career.	Approve the Social Care Project Initiation Document.	Head of Health and Community Care.	30 June 2026.
In line with the outputs from the Clinical Services Review we will develop an Older Person's Strategy.	Approve the Older Person's Strategy.	Chief Officer. Director of Nursing, Midwifery, Allied Health Professions and Chief Officer Acute Services.	31 March 2027.
The successful transition from St Rognvald House to Kirkjuvagr House.	Residents will move to their new home.	Service Manager (Community Care and Social Care). Head of Health and Community Care.	30 September 2026.
We will look to attract people into a career in Social Care.	Host a social care recruitment event/open day at Kirkjuvagr House.	Service Manager (Community Care and Social Care). Head of Health and Community Care.	31 July 2026.

Priority: Community Led Support

Outline

Community Led Support aims to provide the foundation for a more modern, effective way of delivering health and social care support that strengthens individuals, and community resilience and wellbeing. It is based on joined up working and collaborations across a range of organisations and partners, working collaboratively in the interests of the community, and moves away from professionally led processes and decisions, with the aim of focusing on good, effective conversations with people.

Strategic Intention

Working with communities and partners to collaboratively design services with a focus on prevention, early intervention and on enabling people to be as independent as possible. This will strengthen integrated health and social care provision, improve mental health and wellbeing support, bolster partnership working and drive further development of Community Led Support / care in a co-designed approach.

This Strategic Priority Contributes to:

Outcome 7: People who use health and social care services are safe from harm.

Outcome 8: People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care, and treatment they provide.

Outcome 9: Resources are used effectively and efficiently in the provision of health and social care services.

Delivery Milestone	Action/Measure	Lead	Timescale
Engage in the co-production of community action plans for Orkney's parishes, by December 2026.	Action plans will be available and will include key health and social care data and plans, by March 2027.	Policy and Performance Manager.	31 March 2027.
We will annually discuss Place Plans at the Joint Isles Health and Care	Place Plans will be an agenda item on both the Joint Isles Health and Care	Locality Lead – Isles.	30 September 2026.

Delivery Milestone	Action/Measure	Lead	Timescale
Meeting and the Joint Mainland Health and Care Lead.	Meeting and the Joint Mainland Health and Care Meeting.	Locality Lead – Mainland.	

Priority: Mental Health and Wellbeing

Outline

The Strategic Plan highlights that we think it is important that people who experience mental health problems receive the same level of social and clinical support as those with physical health problems, and that we have made a commitment to improve and develop mental health and wellbeing supports across Orkney, so that people can live longer, healthier, and more fulfilling lives.

Strategic Intention

Our strategic intention is described within the current Mental Health Strategy as “Helping people in Orkney to ensure that preventive measures are deployed at the earliest opportunity and that those with enduring mental health conditions live longer, healthier and more independent lives within their own communities. Getting it right for everyone applies equally to those with mental health conditions as it does those with physical health conditions.” In addition, our intention is to bolster the current service and create a sustainable service, recognising the changes in need and demand from our local population.

This Strategic Priority Contributes to:

Outcome 1: People are able to look after and improve their own health and wellbeing and live in good health for longer.

Outcome 3: People who use health and social care services have positive experiences of those services, and have their dignity respected.

Outcome 5: Health and social care services contribute to reducing health inequalities.

Outcome 7: People who use health and social care services are safe from harm. They do, and are, supported to continuously improve the information, support, care, and treatment they provide.

Outcome 9: Resources are used effectively and efficiently in the provision of health and social care services.

Delivery Milestone	Action/Measure	Lead	Timescale
Recruit to the All-Age Nurse Led Psychiatric Liaison Team.	The All-Age Nurse Led Psychiatric Liaison Team is established and operational.	Service Manager – Mental Health Services. Team Lead, All Age Nurse Led Psychiatric Liaison Team.	30 September 2026.
Improve the process for Adults with ADHD.	Develop an Adult ADHD Pathway.	Consultant Psychiatrist. Consultant Psychologist.	31 March 2027.
We will develop a sustainable Adult Psychiatry Model.	The referral criteria for Adult Psychiatry will be updated.	Consultant Psychiatrist.	31 March 2027.
Improve services for individuals with enduring mental health.	Implement the actions from the Mental Welfare Commission Local Visit Action Plan.	Service Manager – Mental Health Services. Head of Health and Community Care. Head of Children, Families and Justice Services.	31 October 2026.
We will develop and improve on admission and discharge pathways for older adults, ensuring safe transition from Royal Cornhill Hospital to community in Orkney.	An Admissions and Discharge Pathway will be established.	Consultant Psychiatrist. Service Manager – Mental Health Services.	31 October 2026.