

Stephen Brown (Chief Officer)

Orkney Health and Social Care Partnership

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Agenda Item: 8

Performance and Audit Committee

Date of Meeting: 23 September 2026.

Subject: Strategic Plan Priorities Progress Report.

1. Purpose

1.1. To provide a regular update on the progress made against the six Strategic Priorities, the associated Milestones and Actions.

2. Recommendations

The Performance and Audit Committee is invited to scrutinise:

2.1. Progress made against the Strategic Priorities, as outlined at section 4 and detailed in the Strategic Plan Delivery Tracker, attached as Appendix 1 to this report, to obtain assurance that those Priorities are being progressed and delivered.

3. Background

3.1. The Strategic Plan Delivery Plan 2026/27 delivers an outline of the six Strategic Priorities, adopted by the Integration Joint Board, in the Strategic Plan 2025 – 2028, as well as the intention of each Priority.

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

3.3. The Strategic Plan Delivery Plan was approved by the Integration Joint Board, at their meeting on 22 April 2026, pending some small amendments being implemented. For Members ease, new actions or updates have been highlighted in red and update will be provided at the next meeting.

4. Performance Monitoring

4.1. A simple tracker is used to monitor performance against each Strategic Priority, along with its associated Milestones and Measures which is attached as Appendix 1 to this report.

4.2. Previous reports have featured updates on three of the six Strategic Priorities, thereby ensuring each priority is updated twice a year. However, following discussion it was felt it would be helpful to update on all actions at each Performance and Audit Committee.

4.3. The following actions are marked as blue (complete):

- The new Public Protection Webpages will go live.
- Approve the Social Care Project Initiation Document.
- Host a social care recruitment event/open day at Kirkjuvagr House.
- Place Plans will be an agenda item on both the Joint Isles Health and Care Meeting and the Joint Mainland Health and Care Meeting.
- Implement the actions from the Mental Welfare Commission Local Visit 2025/26 Action Plan.

4.4. The following actions are marked as red (significant possibility of failure to deliver within the timeframe of the plan):

- Develop and approve a Fuel Poverty Action Plan.
- The All Age Nurse Led Psychiatric Liaison Team is established and operational.

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.	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.	No.

6. Resource and financial implications

6.1. There are no resource or financial implications associated with the monitoring and reporting of progress against the Strategic Priorities. Any actions generated as a result of the Strategic Priorities will be met from within existing approved budgets.

7. Risk, equality and climate change implications

7.1. Whilst there are no risk implications directly associated with this report, there is the risk that failure to progress the actions, detailed in Appendix 1, could result in the inability to deliver the Strategic Priorities identified in the Strategic Plan 2025 – 2028.

7.2. Should the Delivery Tracker identify the possibility that any of the Actions will not be completed, or are falling behind schedule, the service will address the relevant issue, with the Delivery Tracker reporting progress to the Committee.

7.3. There are no equality implications arising from the monitoring and reporting of progress against the Strategic Priorities.

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 Tracker.

Strategic Plan Delivery Tracker – September 2026

Key:

	Complete.
	On Schedule.
	Behind schedule or partially complete.
	Significant possibility of failure to deliver within the timeframe of the plan.

Tackling Inequalities and Disadvantage

Milestone	Action	Responsible Officer	Target Date	Status/Narrative	Red, Amber, Green (RAG)
We will deliver 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. Cost of Living Task Force.	31.10.26.	The pilot concluded at the end of July and funding has been secured for a further year for the same schools. Headteachers have completed the final survey and it is anticipated the findings will be discussed at the next Cost of Living Task Force meeting.	
We will establish a Fuel Poverty Action Plan.	Develop and approve a Fuel Poverty Action Plan. This plan will be developed to take cognisance of the Housing Contribution Statement included in the current iteration of the Strategic Plan and will include updates on recent energy saving measures and the uptake of funding schemes.	Chief Officer. Cost of Living Task Force.	30.09.26	A workshop was completed in 2025, following this a report was finished in spring 2026. This report was shared with stakeholders for feedback. A few more workshops are being organised to finalise the details in the Action Plan. An anticipated completion date is the end of 2026.	

Early Intervention and Prevention

Milestone	Action	Responsible Officer	Target Date	Status/Narrative	Red, Amber, Green (RAG)
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 community services, building on the early pilot work and ensuring that GIRFE tools are used consistently in day to day practice to support coordinated, person-centred care.	Lead Allied Health Professional (Adults).	31.03.27	There is a short term Lead Allied Health Professions (Adults) vacancy and an update will be provided in due course.	

Milestone	Action	Responsible Officer	Target Date	Status/Narrative	Red, Amber, Green (RAG)
We will identify drug and alcohol support 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.	31.03.27	A discussion and a development session have been held with a wide range of partners to focus on this issue, so that the extent of the problem is fully understood. The output from that event will aid the discussions and tendering decisions at the Alcohol and Drugs Partnership Commissioning Group.	
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.	31.12.26	This is in the early stages, utilising National resource and guidance. There have been local meetings, over the last 12 months, to identify strengths and gaps. The next step is to look at how we build on the strengths and start a process to fill the gaps.	
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 and Justice Services. Clinical Director – CAMHS.	31.03.27	The development of an integrated Neurodevelopmental Pathway is progressing which will improve access to assessment, support, and coordination for children and young people with autism, ADHD, FASD, developmental delay, and other neurodevelopmental needs. The pathway aims to provide a more joined up, person-centred approach, with support based on need rather than diagnosis alone. An options appraisal/business case is currently underway to identify the preferred model for implementation, including consideration of workforce, governance, and operational requirements. • The Helios assessment project is underway, with 22 young people currently progressing through assessment. • The ESSENCE-D project continues to progress, with questionnaires due to be issued before the end of August. • Work is ongoing to develop key pathway components, including a Single Point of Access, multidisciplinary triage processes and strengthened oversight of waiting lists. • Conversations are underway regarding funding for ADHD waiting lists that has become available and the most effective use of this. The outcomes of the options appraisal will inform recommendations on the future pathway model and implementation arrangements. The pathway remains a key priority within the Children's Services Strategic Plan and is intended to improve outcomes, reduce inequalities and	

Milestone	Action	Responsible Officer	Target Date	Status/Narrative	Red, Amber, Green (RAG)
				ensure timely access to support for children, young people and families across Orkney.	
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.	30.09.26	This action was completed in April 2026. The Protect Orkney and Growing Up in Orkney websites partner each other. Growing Up in Orkney being a resource for children and young people whilst Protect Orkney is aimed at adults and professionals. The press release can be found here: https://www.orkney.gov.uk/latest-news/protect-orkney-website-launches-as-central-hub-for-adult-support-and-professional-guidance/. This website, alongside Growing up in Orkney, is under constant review, with updates managed through the Council's Communications and Public Protection teams. Visitor tracking has shown approximately 95 people classed as Active Users on this platform. Both websites are supported by Social Media spaces. Furthermore, Growing up in Orkney and Protect Orkney have community Facebook pages where key messages and helpful advice are shared on a regular basis.	
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.	31.03.27	Since the milestone was set, Orkney has sadly seen the unexpected closure of an independent dental practice, and although this was a predominantly private practice, it places further pressure on the overall system. The entirety of independent NHS General Dental Services is now provided across three practices, owned by Clyde Munro Dental Group. NHS Orkney maintains a good working relationship with the management team of Clyde Munro and remain hopeful that the group will be in a position to take on more patients in 2026. Dental nurse recruitment and retention has been a key issue with NHS Orkney Public Dental Service. Dental nurse recruitment is putting direct pressure on those practices, despite recently recruiting new trainees rather than qualified staff. NHS Orkney Public Dental Service have shifted their workforce strategy to accommodate more patients with greater need, to allow the General Dental Practice to free up some capacity to see new routine patients. Much of this hinges on recruiting and retaining dentists and dental therapists, which has been a challenge. The percentage of the population registered with a dentist in Orkney, as of March 2026, is 83.5% (not including private registration). This is a relatively stable position since NHS Dental Payment Reform in November 2023 and sits against a national average of 95.1%. Importantly, with lifelong registration, figures fail to give a picture of dental activity; participation (contact with your dentist in the last two years) is a more useful measure. In March 2022, Orkney's participation	

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				rate was 34.8% and has steadily risen to 46.4% in the most recent figures, indicating that the levels of activity are rising following successful recruitment of dentists in the practices.	

Supporting Unpaid Carers

Milestone	Action	Responsible Officer	Target Date	Status/Narrative	Red, Amber, Green (RAG)
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.	31.03.27	Officers have made contact with colleagues with responsibility for changes to PARIS. Children and Families have been trialling a way to upload Carer Support Plans to PARIS. It has been advised that, to make this work effectively, fields must be created to record this data in new forms. This has been raised with PARIS Support Team, however this is not possible currently. Work has commenced exploring if an Adult Carer Support Plan (ACSP) can be uploaded with supporting fields, such as eligibility to a break – which can then be better explained through the document itself.	
Prepare and publish a dedicated Young Carer Strategy.	Publish the Young Carer Strategy.	Carer Lead. Policy and Performance Manager.	30.09.26	The Young Carers Strategy is being prepared. Young carers and a broad range of other stakeholders are being actively consulted. The greater involvement of multiple stakeholders, as well as the increased scope of the Strategy, including the establishment of a dedicated working group, have delayed publication. Nonetheless, officers are keen to ensure the quality of the Strategy and its effectiveness in supporting young carers, even though this will likely delay publication.	
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.	31.08.26	The Carers Policy is being notified for November Human Resources Sub-committee. Consultation and engagement with Unions have continued for a number of months to try and reach an agreed position. Should that not be possible then the policy will come forward incorporating as much of their feedback as can reasonably be achieved.	
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.	31.10.26	Plans are in hand to begin rolling out online training shortly, for Council staff, with plans to extend this to NHS colleagues, and beyond in due course.	
We will reach more people delivering care to family or friends, who have not sought carer	Increase the number of unpaid carers contacting Crossroads Care Orkney, for support, from 96, in 2025, to 110.	Carer Lead. Policy and Performance Manager.	31.03.27	Blide Trust, Relationship Scotland, THAW, and Voluntary Action Orkney's Community Link Workers have agreed that referral forms will now include fields noting carer and cared for – through which new carers might be identified.	

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services, and measure that number.				The Carer Support Worker role will also add to outreach capacity. When meeting with carers and providing national information on how they might be supported, it is vital to effectively connect with the Carers Act responsibility, and that carer information and objectives inform decisions in adjacent policy areas; and are delivered with an understanding of how and what Orkney can achieve based on resources within those policy areas.	

Supporting People to Age Well

Milestone	Action	Responsible Officer	Target Date	Status/Narrative	Red, Amber, Green (RAG)
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).	31.03.27	There is a short term Lead Allied Health Professions (Adults) vacancy and an update will be provided in due course.	
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).	31.12.26	There is a short term Lead Allied Health Professions (Adults) vacancy and an update will be provided in due course.	
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).	31.03.27	The service continues to grow in its delivery of Care at Home provision. From 1 April to 31 July 2026 the service commenced 38 new packages of care; increased 18 packages of care for individuals already on service and restarted 28 Care at Home packages for individuals following a hospital admission. 33 packages of care were closed overall during that same period.	
Have a fully digital Telecare/Community Care Alarm Service.	Transition all remaining individuals with analogue Telecare/Community Care Alarm equipment to digital equipment, ensuring the service is 100% digitally operational.	Service Manager (Community Care and Social Care).	31.03.27	All equipment currently being installed, for both new and existing clients, is digital. Work continues to replace all existing analogue equipment with digital replacements, and as at 31 July 2026 the service only has 90 individuals remaining to switch to digital equipment.	
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	31.03.27	There have been no further inspections undertaken since the last update. However, there is an expectation that a number of services will receive unannounced annual inspections in Autumn/Winter 2026.	

Milestone	Action	Responsible Officer	Target Date	Status/Narrative	Red, Amber, Green (RAG)
		Social Care). Service Manager (Adult and Learning Disability Social Work).			
We will initiate and conduct a review of 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.	30.06.26	This is completed. A temporary post to support Orkney Health and Social Care Partnership's workload in respect of this project is currently being recruited to.	
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.	31.03.27	Work is progressing through the Clinical Services Review Older Persons and Frailty Workstream.	
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.	30.09.26	The new care home, Kirkjuvagr House, is to be formally opened on 16 September 2026. St Rognvald House staff, supported by officers from throughout Orkney Islands Council as well as colleagues from other statutory services, continue with preparations and arrangements to ensure the smooth and successful transition from St Rognvald House to Kirkjuvagr House.	
We will look to attract people to 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.	31.07.26	This action is now complete. Two recruitment events were hosted at Kirkjuvagr House on 20 and 22 August 2026.	

Community Led Support

Milestone	Action	Responsible Officer	Target Date	Status/Narrative	Red, Amber, Green (RAG)
Engage in the co-production of community action plans for Orkney's parishes.	Action plans will be available and will include key health and social care data and plans, by March 2027.	Policy and Performance Manager.	31.03.27	A nominated officer continues to attend the regular Local Place Plan meetings, and will also attend island/parish-based community meetings, at every opportunity, ensuring health and social care input to Local Place Plans.	
Engage with Community Planning Partners to establish joint opportunities for developing Community Led Support initiatives.	Meet with Chair and Vice Chair of the Community Planning Partnership to establish initial objectives for Community Led Support initiatives.	Policy and Performance Manager. Head of Children, Families and Justice Services.	31.12.26	Officers have considered the request of Performance and Audit Committee members to add to Community Led Support objectives. Meeting with partners from the Community Planning Partnership was identified as an opportunity to identify opportunities for community-based health and social care initiatives, especially those associated with early intervention and prevention.	
We will annually discuss Place Plans at the Joint Isles Health and Care Meeting and the Joint Mainland Health and Care Meeting.	Place Plans will be an agenda item on both the Joint Isles Health and Care Meeting and the Joint Mainland Health and Care Meeting.	Locality Lead – Isles. Locality Lead – Mainland.	30.09.26	These items are on the agendas for the respective meetings with the Mainland in August 2026 and the Isles in September 2026.	

Mental Health and Wellbeing

Milestone	Action	Responsible Officer	Target Date	Status/Narrative	Red, Amber, Green (RAG)
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.	30.09.26	The full team is not established yet due to ongoing recruitment challenges. As the Team Lead is the only practitioner it was decided that a condensed service is piloted with referrals from the Emergency Department, The Balfour and Scottish Ambulance Service and one GP Practice. In order to enhance recruitment to the Band 6 posts it is proposed to offer additional advance training for successful applicants. This was discussed at the Strategic Planning Group and was agreed by Members as worthy of exploration.	
Improve the process for Adults with ADHD.	Develop an Adult ADHD Pathway.	Consultant Psychiatrist. Consultant Psychologist.	31.03.27	Two part time psychological practitioners are accepting referrals for ADHD assessment. For those assessed and requiring medication, a test of change is currently being undertaken with the Service Manager – Mental Health Services and one of the Adult Consultant Psychiatrists. A small group of patients, who have already been diagnosed, are now being prescribed and monitored. A first draft of a Shared Care Protocol for GPs and Specialist Services, for the ongoing prescribing of ADHD medication once the patient is stabilised, has been developed.	

Milestone	Action	Responsible Officer	Target Date	Status/Narrative	Red, Amber, Green (RAG)
				A draft proposal for full service development is also being finalised, incorporating the data from the test of change, and will be presented to the Integration Joint Board for consideration later in 2026.	
We will develop a sustainable Adult Psychiatry Model.	The referral criteria for Adult Psychiatry will be updated.	Consultant Psychiatrist.	31.03.27	This work is progressing, with the focus currently on referral criteria revision for adult and older adult services. Once finalised, this will be presented to GP colleagues, for consideration.	
Improve services for individuals with enduring mental health challenges.	Implement the actions from the Mental Welfare Commission Local Visit 2025/26 Action Plan.	Service Manager – Mental Health Services. Head of Health and Community Care. Head of Children, Families and Justice Services.	31.10.26	Recommendations have been taken forward. ADHD progress is as above. Community Mental Health Team training sessions have taken place regarding use of documentation, the new electronic patient record system known as MORSE, Risk Assessments, and Safety Plans are in situ. All will be re-audited regularly. One of the Adult Consultant Psychiatrists and the Service Manager – Mental Health Services are linking in with Medical Seniors regarding recurring training programme for resident doctors on older adult and also adult mental health presentations and treatment following the Psychiatric Emergency Plan. A mechanism has been introduced to safely store information regarding the status of a patient placed on a legal order.	
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.	31.10.26	The service is liaising with Royal Cornhill Hospital counterparts regarding the development of a sustainable pathway for older adults. As part of Clinical Services Review workplan, initial discussions in relation to best practice for care of patients with delirium have commenced. We have recruited an Old Age Psychiatrist, on a part time basis, for dementia diagnosis and onward post diagnostic support.	