

Stephen Brown (Chief Officer)

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Agenda Item: 7

Performance and Audit Committee

Date of Meeting: 25 September 2025.

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. The progress made against the three Strategic Priorities, as outlined at section 4.3 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. At its meeting held on 30 April 2025, the Integration Joint Board resolved that the Strategic Plan 2025 – 2028 and the Strategic Plan Delivery Plan 2025/26, be approved.

3.2. The Strategic Plan Delivery Plan 2025/26 delivers an outline of the six Strategic Priorities in the Strategic Plan 2025-2028, as well as the intention of each Priority.

3.3. 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.

3.4. Where appropriate, a delivery timeframe is specified for a given outcome.

4. Performance Monitoring

4.1. Officers have continued to use a simple tracker to monitor performance against each Strategic Priority, along with its associated Milestones and Measures. This is attached at Appendix 1.

4.2. This is the first update of progress made on the Strategic Priorities, Milestones, and Measures, featured in the new Strategic Plan Delivery Plan. Officers will provide an update on three of the six Strategic Priorities, at each meeting of the Performance and Audit Committee. This ensures that an update on progress is provided, biannually, in respect of each Strategic Priority.

4.3. The three Strategic Priorities subject to this update are:

- Community Led Support.
- Early Intervention and Prevention.
- Tackling Inequalities and Disadvantage.

4.4. The Tracker has been split into two different tables. The first table, on page 1 and 2 of the Appendix, includes the details and commentary for the three Strategic Priorities being updated this time. The second table, on pages 3 and 4 will be updated at the next meeting of this Committee.

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 six 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 six 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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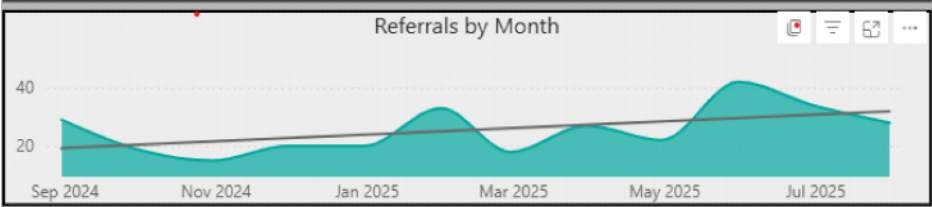
10.3. Shaun Hourston-Wells (Policy and Performance Manager), Orkney Health and Social Care Partnership, Email: shaun.hourston-wells@orkney.gov.uk, telephone: 01856873535 extension 2414.

11. Supporting documents

11.1. Appendix 1: Strategic Plan Delivery Tracker.

Appendix 1

Key					Complete		
					On schedule		
					Behind schedule		
					Significant possibility of failure to deliver within the timeframe of the plan.		
Priority	Milestone (25/26)	Action	Previous Update	Next Update	Status / Narrative	Red, Amber, Green (RAG)	Responsible Officer
Tackling Inequalities and Disadvantage	We will ensure that all school children across Orkney are able to access a breakfast.	All young people attending school will have access to a free breakfast.	-	Mar-26	A Brightstar Breakfast, which is a funding initiative supported by Scottish Government for a one year pilot, for six primary schools is due to commence imminently. 83% of respondents expressed an interest in island communities to be part of the pilot. Discussions continue on the logistical challenges being faced, but most schools are ready to commence.		Stephen Brown / Cost of Living Taskforce.
	We will provide annual health checks to those with Learning Disabilities.	We will increase the percentage of Learning Disabled people receiving annual health checks to 100%.	-	Mar-26	There have been challenges with the delivery of annual health checks in the population of Orkney. Since 2023 there had only been a singleton practitioner who had limited capacity to begin to deliver these. A local enhanced service had been previously offered but not all GP practices signed up to this. A second, Band 5, Learning Disability Staff Nurse post has been created to move this forward. This post being pivotal in the undertaking of the annual health checks which commenced in February 2025. The delivery of the annual health checks has now begun with an action plan for monitoring and reporting in place. Reporting of uptake and outcomes to the Scottish Government is submitted each quarter.		Diane Young.
Early Intervention and Prevention	Implement a partner-approved systems-based approach to Physical Activity.	Deliver update to the Integration Joint Board in February 2026 to update on progress and outcomes.	-	Mar-26	The Physical Activity and Wellbeing Strategy was approved by Orkney Islands Council on 1 July 2025. The Strategy was informed, and priorities identified, through a variety of collaborative approaches, including direct engagement with local and national partners, analysis of relevant data, and scoping to ensure appropriate linkages were made with other strategic partnership plans. The Strategy is aimed at professional organisations, agencies and services and informs how partners should plan for and support physical activity, sport, and wellbeing.		Garry Burton / Garry Reid / Graham Lindsay.
	Launch a programme to promote healthy lifestyles in schools, reaching 100% of students by June 2025.	Deliver workshops on nutrition, mental health, and physical activity in partnership with educators.	-	Mar-26	The school health team have a health promotion programme in every school across Orkney, with a different topic for each year group, which they delivered during the last year. They are going to add in drop in sessions around lifestyle topics, to the secondary schools, this academic year, on top of health promotion		Darren Morrow / Lou Willis / Garry Burton.
	Establish a data-driven falls prevention programme, for older people, by June 2025.	Analyse hospital and community data to identify risk patterns and implement tailored interventions.	-	Mar-26	The data below highlights the positive impact that recruitment in early 2025 has had on referral rates to the Falls Prevention Service (Ageing Well). This improvement is largely due to increased awareness of the service among key stakeholders, including GPs and third sector organisations following engagement sessions in the Spring. Currently, five evidence-based falls prevention classes are being delivered across the mainland in Stromness, Dounby, Kirkwall (x2) and St Margaret's Hope. To further improve early intervention and prevention, a Falls Awareness event is scheduled for October 2025. Efforts are ongoing to secure funding for the delivery of training in 2026, aimed at supporting community-based, evidence-informed falls prevention classes across the Isles.		Lynda Bradford.

							
	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.	-	Mar-26	There are now regular meetings, chaired by Stephen Brown, with all the relevant professionals involved in the pathway. Work is ongoing to identify how the pathway will come together, what resource is essential and to recruit to a pathway co-ordinator who will be a single point of contact for referrals, assessment documents and liaising between professionals.		Darren Morrow / Lou Willis / Chetana Patil.
Community Led Support	Engage in the co-production of community action plans for Orkney's parishes, by December 2025.	Action plans will be available and will include key health and social care data and plans.	-	Mar-26	Officers have been in contact with colleagues in the Council's Infrastructure and Organisational Development directorate, who are leading the work on community action plans, to ensure health and social care contribution to the plans.		Shaun Hourston-Wells.
	We will convene and host quarterly evening meetings with Islands Community Councils and Mainland Community Councils to enhance responsiveness to their health and social care needs.	Schedule of meetings and minutes will be available.	-	Mar-26	Within the Integration Joint Board's webpages a list of the meetings is available. Following agreement and approval of the June minutes at the September meeting, the minutes will be available online.		Stephen Brown.

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Supporting Unpaid Carers	Hold a second Orkney Unpaid Carer Conference.	Hold the conference before the end of 2025.	-	Dec-25			Shaun Hourston-Wells.
	Offer an assessment to all unpaid carers seeking support and measure that number.	Increase the number of carers offered an assessment from 33 in 2022, to 60 by the end of 2025.	-	Dec-25			Shaun Hourston-Wells.
	Prepare and publish a dedicated Young Carer Strategy.	Young Carer Strategy will be approved and published, by March 2026.	-	Dec-25			Shaun Hourston-Wells.
	Deliver an Unpaid Carer-Friendly policy for staff employed by Orkney Islands Council.	Prepare and publish an OIC Unpaid Carer-Friendly policy by the summer of 2025.	-	Dec-25			Shaun Hourston-Wells / Andrew Groundwater.
	Begin training frontline workers throughout statutory and third sector organisations, making them “carer-aware”.	Undertake training of at least 100 frontline workers by the end of March 2026.	-	Dec-25			Shaun Hourston-Wells.
	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 78, in 2022, to 150, by 2026.	-	Dec-25			Shaun Hourston-Wells.
Supporting People to Age Well	Improve our preparedness for the analogue to digital switchover to ensure that our telecare services are fit for purpose.	We will increase the percentage of service users using digital from 26.5% to 60%.	-	Dec-25			Helen Sievwright / Lynda Bradford.
	We will use projected need data to determine and agree the most appropriate use of the currently unutilised wing of Hamnavoe House.	A plan for how the fourth wing in Hamnavoe House will be commissioned, will be available with costings.	-	Dec-25			Lynda Bradford.
	Individuals who are referred for a social work assessment will receive this in a timely manner.	Reduce the outstanding social work assessments from 59 (as at 31/03/25) to 25.	-	Dec-25			Cathy Martin / Lynda Bradford.
	Further improve access to Care at Home provision.	Increase the number of service users in receipt of Care at Home by 5% from 171 (as at 31/03/25) to 180.	-	Dec-25			Helen Sievwright / Lynda Bradford.
	We will continue to improve the quality of residential care provision in Orkney.	All Care Home Inspectorate Grades will be at Good or above.	-	Dec-25			Helen Sievwright / Lynda Bradford.

Mental Health and Wellbeing	Publish and implement a Suicide Prevention Plan, by April 2025.	Suicide Prevention Plan will be considered and approved by IJB and the Orkney Community Planning Partnership.	-	Dec-25			Stephen Brown / James Wylie.
	Introduce an electronic patient record system for those with mental health issues.	Morse will be fully operational and performance data easier to produce.	-	Dec-25			Diane Young / Lynda Bradford.
	Recruit to the All-Age Nurse Led Psychiatric Liaison Team.	The All-Age Nurse Led Psychiatric Liaison Team is established and operational.	-	Dec-25			Diane Young / Lynda Bradford.
	Raise greater awareness of mental health supports available.	We will promote the suicide prevention app 'SOS' and report throughout the year its utilisation.	-	Dec-25			Callan Curtis.
	The School Health Team will work with families and schools to offer LIAM (Lets Introduce Anxiety Management Programme) to eligible children.	Eligible children will be offered a place on LIAM programme. Audit and Feedback will inform development of the service and future offer.	-	Dec-25			Lou Willis / Darren Morrow.
	Establish Mental Health Practitioner roles to ensure that GPs can access appropriate supports for patients at an early stage.	Mental Health Practitioners will be in place and providing support to patients.	-	Dec-25			John Daniels.
	Expand the use of telehealth for remote consultations and therapy sessions.	To increase the number of sessions using Near Me from 80% to 90%.	-	Dec-25			Suzanne Roos.