

**Stephen Brown (Chief Officer)**

Orkney Health and Social Care Partnership

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Agenda Item: 12

## **Performance and Audit Committee**

**Date of Meeting: 24 June 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 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. 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. On 22 April 2026, the Integration Joint Board approved the Strategic Plan Delivery Plan 2026/27, subject to the inclusion of:

- The target for reducing the number of individuals waiting on a new care at home package.
- Inclusion of more actions within the Community Led Support section, if considered appropriate.
- Reference to the Housing Contribution Statement in the context of reducing fuel poverty, noting that a regular briefing would be issued on energy saving measures and the uptake of funding schemes.

3.4. The amendments to the Strategic Plan Delivery Plan 2026/27, detailed at paragraph 3.3 above, are currently being considered and processed but, in the meantime, Officers felt it appropriate to report upon the existing content.

## 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 Strategic Plan Delivery Plan 2026/27. 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:

- Supporting Unpaid Carers.
- Community Led Support.
- Mental Health and Wellbeing.

## 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):

<b>Resilience:</b> To support and promote our strong communities.	Yes.
<b>Enterprise:</b> To tackle crosscutting issues such as digital connectivity, transport, housing and fuel poverty.	Yes.
<b>Equality:</b> To encourage services to provide equal opportunities for everyone.	Yes.
<b>Fairness:</b> To make sure socio-economic and social factors are balanced.	Yes.
<b>Innovation:</b> To overcome issues more effectively through partnership working.	Yes.
<b>Leadership:</b> To involve partners such as community councils, community groups, voluntary groups and individuals in the process.	Yes.
<b>Sustainability:</b> 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](mailto:shaun.hourston-wells@orkney.gov.uk), telephone 01856873535 extension 2414.

## 11. Supporting documents

11.1. Appendix 1: Strategic Plan Delivery Tracker.

Key	Complete						Red, Amber, Green (RAG)	Responsible Officer
	On schedule							
	Behind schedule or partially complete.							
	Significant possibility of failure to deliver within the timeframe of the plan.							
Priority	Milestone	Action	Target Date	Previous Update	Next Update	Status / Narrative		
<b>Supporting Unpaid Carers</b>	We will establish how PARIS can capture if a Carer Assessment has been offered to an unpaid carer and implement	Upgrade PARIS to capture when a Carer Assessment has been offered to an unpaid carer.	31/03/2027	-	Dec-26	Officers have made contact with colleagues with responsibility for changes to PARIS.		Carer Lead. Policy and Performance Manager.
	Prepare and publish a dedicated Young Carer Strategy.	Publish the Young Carer Strategy.	30/09/2026	-	Dec-26	The Young Carers Strategy is being prepared, with sections to include: <ul style="list-style-type: none"> <li>• Statistical data and analysis.</li> <li>• What we do well in Orkney.</li> <li>• Issues which affect young carers in Orkney more so than in the Scottish mainland.</li> <li>• A summary of recent young carer activities.</li> <li>• Commitment to identifying and supporting young carers in school; completion of a Young Carer Statement, and identification of young adult carers (these are a group of people who are just leaving school and moving on to either further education or work). These themes will be pursued through newly established workstreams and membership of appropriate stakeholders.</li> <li>• Involve young carer at an early stage in relation to a hospital stay and discharge planning for those they have caring responsibility for; this will feed into a broader group that will pursue this for carers of all ages. Young carers and a broad range of other stakeholders are being actively consulted.</li> </ul>		Carer Lead. Policy and Performance Manager.
	Deliver an Unpaid Carer Friendly Policy for staff employed by Orkney Islands Council (OIC).	Prepare and publish an OIC Unpaid Carer Friendly Policy.	31/08/2026	-	Dec-26	The draft policy is complete. Following consultation with the Trade Unions the draft policy is due to go to the next Human Resources Sub-committee.		Head of Human Resources and Organisational Development. Policy and Performance Manager.
	Begin training frontline workers throughout statutory and third sector organisations, making them "carer-aware".	Undertake training of at least 100 frontline workers.	31/10/2026	-	Dec-26	Officers are in touch with the Council's Learning and Development colleagues. A recent unexpected absence has delayed progress though progress has now resumed. Arrangements are being developed with NHS Orkney.		Carer Lead. Policy and Performance Manager.

	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.	31/03/2027	-	Dec-26	<p>Crossroads Care Orkney recognise that newly identified carers should be referred to them first.</p> <p>As services promote a better understanding of the need and value of Adult Carer Support Plans (ACSP) and Young Carer Statements (YCS) for carers, this is expected to further increase carer engagement with Crossroads Care Orkney. This requires the creation of effective ACSP and YCS templates, whilst ensuring that all identified carers are offered an ACSP or YCS, as appropriate, in accordance with the Carers (Scotland) Act 2016.</p> <p>Officers will improve channels of communication between all third sector agencies, as well as social work, to ensure the pathways of support are understood.</p> <p>There is scope to raise the profile of the access to the Shared Care Scotland Short Breaks resources and respite options.</p> <p>The Carer Lead will work with Orkney Library and Archive to promote carer information resources (books, DVDs, small aids, etc.) to library visitors, which may engage new carers with support.</p> <p>We can also capture the number of carers who receive moving and handling and first aid training through Crossroads Care Orkney.</p> <p>Officers will work with support organisations, other employers, education bodies and, in the isles, with Community Development Officers, to steer carers towards Crossroads Care Orkney.</p>		Carer Lead. Policy and Performance Manager.
<b>Community Led Support</b>	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.	31/03/2027	-	Dec-26	A nominated officer continues to attend the regular Local Place Plan meetings, as will also attend island/parish-based community meetings, throughout the rest of the year, ensuring health and social care input to Local Place Plans.		Policy and Performance Manager.
	We will annually discuss Place Plans at the Joint Isles Health and Care Meeting and the Joint Mainland Health and Care Lead.	Place Plans will be an agenda item on both the Joint Isles Health and Care Meeting and the Joint Mainland Health and Care Meeting.	30/09/2026	-	Dec-26	These items are on the agendas for the respective meetings with the Mainland in August 2026 and the Isles in September 2026.		Locality Lead – Isles. Locality Lead – Mainland.
<b>Mental Health and Wellbeing</b>	Recruit to the All Age Nurse Led Psychiatric Liaison Team.	The All Age Nurse Led Psychiatric Liaison Team is established and operational.	30/09/2026	-	Dec-26	The full team is not established yet due to ongoing recruitment challenges. The Band 6 posts have gone out to advert on six occasions; with no suitably qualified candidates applying to enable shortlisting. 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. The Team Lead is looking to including some crisis work with liaison. The process is currently under review regarding recruitment challenges and service design.		Service Manager – Mental Health Services. Team Lead, All Age Nurse Led Psychiatric Liaison Team.

Improve the process for Adults with ADHD.	Develop an Adult ADHD Pathway.	31/03/2027	-	Dec-26	<p>Two part time psychological practitioners have commenced (one in August and one in November 2025). Work has been undertaken to formulate the development of the assessment side of the adult neurodevelopmental pathway and will begin to tackle the waiting list of individuals who have been referred for assessment and have begun to tackle the waiting list.</p> <p>A test of change is currently being undertaken with the Service Manager and one of the Adult Consultant Psychiatrists. A small group of patients already diagnosed are now being prescribed and monitored.</p> <p>A first draft of a joint development 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.</p> <p>A draft proposal for full service development is also being finalised, and will incorporate the data from the test of change, and will be presented to the Integration Joint Board for consideration later in 2026.</p>		Consultant Psychiatrist. Consultant Psychologist.
We will develop a sustainable Adult Psychiatry Model.	The referral criteria for Adult Psychiatry will be updated.	31/03/2027	-	Dec-26	One of the Adult Consultant Psychiatrists has increased their session by 0.3 WTE to review the psychiatry service model. The focus currently is on referral criteria revision for adult and older adult services with initial drafts almost completed. This will be tested out with colleagues at the GP Sub-committee.		Consultant Psychiatrist.
Improve services for individuals with enduring mental health.	Implement the actions from the Mental Welfare Commission Local Visit Action Plan.	31/10/2026	-	Dec-26	<p>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 in situ. All are being re-audited by end of June 2026.</p> <p>One of the Adult Consultant Psychiatrists and the Service Manager are linking in with Medical Seniors regarding recurring training programme for resident doctors regarding older adult and also adult mental health presentations and treatment following the Psychiatric Emergency Plan.</p>		Service Manager – Mental Health Services. Head of Health and Community Care. Head of Children, Families and Justice Services.
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.	31/01/2026	-	Dec-26	The service is liaising with Royal Cornhill Hospital counterparts regarding developing 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.		Consultant Psychiatrist. Service Manager – Mental Health Services.