



Agenda Item: 8.

## **Performance and Audit Committee**

**Date of Meeting: 3 December 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. 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 2025–2028, approved by the Integration Joint Board on 30 April 2025, 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. 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 second update of progress made on the Strategic Priorities, Milestones, and Measures, featured in the new Strategic Plan Delivery Plan. Officers 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.
- Supporting People to Age Well.
- Mental Health and Wellbeing.

4.4. Pages 1 to 3 of the Appendix include details and commentary for the three Strategic Priorities outlined above.

4.5. Two of the Supporting Unpaid Carer actions, detailed on page 1, are actions that are measurable against figures not be available until the end of 2025. As such, these two figures will be reported the next time these priorities are updated (June 2026).

4.6. Pages 4 and 5 include details and commentary for the three remaining Strategic Priorities which were reported to the previous meeting of the Performance and Audit 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):

<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.	No.
<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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10.2. 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.

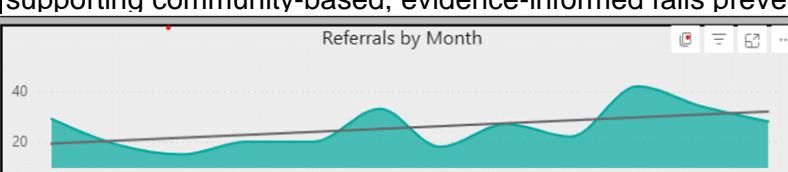
Key					Complete			
					On schedule			
					Behind schedule			
						Significant possibility of failure to deliver within the timeframe of the plan.		
Priority	Milestone	Action	Previous Update	Next Update	Status / Narrative		Red, Amber, Green (RAG)	Responsible Officer
Supporting Unpaid Carers	Hold a second Orkney Unpaid Carer Conference.	Hold the conference before the end of 2025.	-	Jun-26	The second Orkney Carer Conference will take place on Thursday, 27 November 2025.		Green	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.	-	Jun-26	This will be reported at the next update.		Green	Shaun Hourston-Wells
	Prepare and publish a dedicated Young Carer Strategy.	Young Carer Strategy will be approved and published, by March 2026.	-	Jun-26	This document is nearing completion. Officers are currently working with young carers to seek opinion on the draft document.		Green	Shaun Hourston-Wells
	Deliver an Unpaid Carer-Friendly policy for staff employed by OIC.	Prepare and publish an OIC Unpaid Carer-Friendly policy by the Summer 2025.	-	Jun-26	A policy has been drafted and considered by the Council's Corporate Leadership Team. This is now undergoing consultation with the Trade Unions with a view to being presented to HR Sub-Committee in early 2026.		Yellow	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.	-	Jun-26	Suitable training modules have been identified and officers are confident this will begin shortly.		Green	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.	-	Jun-26	This will be reported at the next update.		Green	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%.	-	Jun-26	The service has only 364 individuals remaining with analogue equipment in situ and the service is on target to transfer all of those remaining individuals over to digital devices early 2026. All new installations that have taken place over the last few years have been digital equipment, so the service is on track to be completely digital by early 2026.		Green	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.	-	Jun-26	This action will be deferred until the future use of the Brinkies Wing is discussed at the Strategic Planning Group meeting of 11 November, and will be updated thereafter.		Green	Lynda Bradford.

Priority	Milestone	Action	Previous Update	Next Update	Status / Narrative	Red, Amber, Green (RAG)	Responsible Officer
Red	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.	-	Jun-26	Adult Social Work continue to receive a significant number of referrals on a daily basis. Each referral continues to be screened by the duty social worker and added to the Duty Desk (waiting list). Unless there is an Adult Support and Protection or Adults with Incapacity element, referrals are discussed, updated and where possible allocated at the weekly huddle meeting. The average figure of those in the community awaiting an assessment over the latest 12-week period is 24. The waiting time for assessment has reduced from almost eight-weeks to four-weeks; however there is an acknowledgement that capacity within the team and the number and complexity of referrals, fluctuate.	Green	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.	-	Jun-26	The number of service users with Care at Home provision, at any one time, is variable due to numerous factors. However the service has robust capacity management and waiting list protocols in place to ensure any capacity that does become available is re-allocated timeously. The service currently has 173 individuals in receipt of Care at Home provision.	Green	Helen Sievewright / 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.	-	Jun-26	There are three care homes operated by OHAC/OIC for individuals 65+. Smiddybrae House was inspected in April 2025 and was awarded three grades at Very Good and one grade at Good. Hamnavoe House was inspected in June 2025 and was awarded one grade at Very Good; one grade at Good and one grade at Adequate. St Rognvald House was inspected in July 2025 and was awarded one grade at Good and four grades at Adequate. This is a significant improvement as the service had been inspected and awarded four grades at Weak and one grade at Adequate in December 2024.	Green	Helen Sievewright / 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.	-	Jun-26	The Suicide Prevention Action Plan was presented to the Integration Joint Board (IJB) at the May 2025 meeting, for noting. Progress against the Plan's stated Outcomes will be reported in April 2026.	Light Blue	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.	-	Jun-26	Work continues to develop and introduce MORSE. There has been a slight set back to 'go live' with the first team expected early in 2026.	Green	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.	-	Jun-26	The Band 7 Lead commenced on 3 November with the other nursing posts out for advert.	Green	Diane Young / Lynda Bradford.

Priority	Milestone	Action	Previous Update	Next Update	Status / Narrative	Red, Amber, Green (RAG)	Responsible Officer
Yellow	Raise greater awareness of mental health supports available.	We will promote the suicide prevention app 'SOS' and report throughout the year it's utilisation.	-	Jun-26	<p>The SOS app has been shared amongst the community used a variety of fliers and feedback.</p> <p>Attendance at prominent mental health events such as the Come Ashore Cup were well received by the public and additionally we have followed up with sessions with some of the young farmer groups.</p> <p>SOS app played an important role at Orkney's first suicide prevention event where it was the final presentation before bringing presentations to the close.</p> <p>Additional support has recently been provided with attendance at education in-service days where the SOS app and suicide prevention was discussed with teachers given the opportunity to ask follow up questions.</p> <p>The app is undergoing further development with some feedback received and responded to. Longer term plans seek to develop the app further to be available in IOS and Android app stores to make this more accessible to our community.</p>	Green	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.	-	Jun-26	<p>The school health team have an open offer to all eligible pupils to be offered the LIAM programme. There are a number of pupils on the programme with another 10 in the assessment process. There is a limit to the number of children who can be seen at one time due to there only being two practitioners who can deliver the programme.</p> <p>This is an increase in the number of referrals from previous years and will continue to be audited for appropriateness of referrals and feedback gathered from pupils attending. Feedback so far has been positive with minimal changes required to the offer.</p> <p>There are ongoing conversations with both secondary schools around the offer for group sessions but the block to this so far has been getting the dynamics right to ensure that a group setting would be appropriate for those taking part.</p>	Green	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.	-	Jun-26	Recruitment to practice based Mental Health Practitioner roles has now been paused, pending a review of Primary Care Improvement Plan (PCIP) regulated services, and options appraisal, scheduled on the December IJB agenda.	Green	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%.	-	Jun-26	Telehealth/remote consultation sessions are still 80%. This is due to additional trainee staff who are providing face to face sessions in Orkney as part of their development.	Green	Suzanne Roos.

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Priority	Milestone	Action	Previous Update	Next Update	Status / Narrative		Red, Amber, Green (RAG)	Responsible Officer
<b>Tackling Inequalities and Disadvantage</b>	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.		Green	Stephen Brown / Cost of Living Task Force.
	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.		Green	Diane Young.
<b>Early Intervention and Prevention</b>	Implement a partner-approved systems-based approach to Physical Activity.	Deliver update to the IJB 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.		Green	Garry Burton / Garry Reid (Sport Scotland) / Graham Lindsay.
	Launch a program 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		Green	Darren Morrow / Lou Willis / Garry Burton.

Priority	Milestone	Action	Previous Update	Next Update	Status / Narrative	Red, Amber, Green (RAG)	Responsible Officer
High	Establish a data-driven falls prevention program, for older people, by June 2025.	Analyse hospital and community data to identify risk patterns and implement tailored interventions.	-	Mar-26	<p>The data below highlights the positive impact that recruitment in early 2025 has had on referral rates to the Falls Prevention Service (Ageing Well).</p> <p>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.</p> <p>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</p> 	Green	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	<p>There are now regular meetings, chaired by Stephen Brown, with all the relevant professionals involved in the pathway.</p> <p>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.</p>	Green	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.	Yellow	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.	Green	Stephen Brown.