

Stephen Brown (Chief Officer)

Orkney Health and Social Care Partnership

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Agenda Item: 9

Performance and Audit Committee

Date of Meeting: 18 June 2025.

Subject: Strategic Plan Priorities – Progress Update.

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 of this report and detailed in the Strategic Plan Delivery Tracker, attached as Appendix 1, in order to obtain assurance that those Priorities are being progressed and delivered.

3. Background

3.1. The Strategic Plan Delivery Plan 2022-2025, approved by the Strategic Planning Group at their meeting on 9 November 2023, delivers an outline of the six Strategic Priorities, adopted by the Integration Joint Board (IJB), in the Strategic Plan 2022-2025, 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 quarterly update, where officers deliver 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:

- Mental Health.
- Supporting Older People to Stay in Their Own Home.
- Supporting Unpaid Carers.

4.4. The Tracker has been split into two different tables. The first table, on pages 1 to 4 of the Appendix, includes the details and commentary for the three Strategic Priorities being updated this time. The second table, on pages 5 to 8 includes the details from the previous update.

4.5. This is the last update covering the existing Milestones and Measures. The new Strategic Plan Delivery Plan, approved by the IJB on 30 April 2025, covers a single year, 2025/26, and features a new set of Milestones and Measures, some of which continue from the present iteration.

4.6. The first report on progress against the new Milestones and Measures, referred to at paragraph 4.5 above, will be presented to the Performance and Audit Committee at its meeting to be held on 25 September 2025.

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 because of the Strategic Priorities is envisaged to be met from within existing approved budgets. However, given that there are significant financial overspends against many budget areas, progress of these strategic plans should increasingly consider the financial implications associated with implementation of this strategy. The IJB should continue to explore service redesign or transformation and seek to align its future service with the funding envelope available.

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 2022 – 2025.

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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11. Supporting documents

11.1. Appendix 1: Strategic Plan Delivery Tracker.

Key					Complete		
					On schedule		
					Behind schedule		
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Priority	Milestone (23 - 24)	Action	Previous Update	Next Update	Status / Narrative	RAG	Responsible Officer
Mental Health	Develop a Suicide Prevention Plan.	Suicide Prevention Plan published.	Dec-24	Jun-25	The Suicide Prevention Action Plan was presented to the Integration Joint Board on 30 April 2025 for awareness. Progress against the Plan stated the Outcomes will be reported in April 2026.		Lynda Bradford / Diane Young
	Establish a Psychiatric Liaison Service. Once in place, deliver a reduction in the overall patient impact as a result of staffing the mental health transfer bed.	Psychiatric Liaison Service model developed and IJB approval sought. Reduce the overall patient impact as a result of staffing the mental health transfer	Dec-24	Jun-25	The Band 7 Nurse Team Leader's post has completed the Job Evaluation process and is now with the Vacancy Panel, for final authorisation, for advertisement on Job Train. This post should be out to advert by the end of the month (May 2025). The other team posts remain in the Job Evaluation process for review for banding, following which these will also be processed to advert on Job Train.		Lynda Bradford / Diane Young
	Deliver a high performance against Child and Adolescent Mental Health Services (CAMHS) and Psychological Therapies (PT) HEAT, now called Local Delivery Plan (LDP), targets.	High performance against CAMHS and PT LDP targets.	Dec-24	Jun-25	CAMHS and PT continue to perform well against the national LDP targets. CAMHS again, continues to consistently achieve 100% of young patients being seen within the 18-week target time, since August 2023.		Lynda Bradford / Diane Young
Supporting Older People to Stay at Home	Engage in the Getting It Right For Everyone (GIRFE) national pathfinder programme, with a focus in Orkney on Frailty and Ageing Well Project.	Number of hospital avoidance due to early intervention and support for people with frailty.	Dec-24	Jun-25	Toolkit launched. Utilising the tools in practice and continuing to participate in national development. Development of outcome measures is the current focus nationally. Next step for local partnership is to create an implementation board.		Morven Gemmill / Ruth Lea.
	Support more older people to live safely at home for longer.	Reduction in rate of falls in older people population.	Dec-24	Jun-25	With an ageing population and more people living longer with complex needs, there continues to be an integrated approach in Orkney with regards to Falls prevention and management. The Care Inspectorate's Care about Physical Activity (CAPA) Improvement programme continues to be utilised across the care homes, care at home, housing support and other support services for older people. From November 2024 to April 2025, the Telecare Team responded to 246 activations, across the communities, for individuals who had utilised their Telecare/Community Care Alarm equipment due to a fall. This is an increase of 101 more activations and visits since the last reporting period. Of those 246 visits 50 resulted in Scottish Ambulance Service attending (20.3%).		Helen Sievwright / Lynda Bradford.

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		Expand the range of technology that contributes to older people living safely at home.	Dec-24	Jun-25	The variety and choice of Telecare/Digital solutions on the market changes and improves at a great pace. Within Orkney Health and Care, the Telecare/Digital equipment allocated to individuals is person-centred and based on a needs-led assessment. The referrals for Telecare/Digital equipment and peripherals have continued to increase and, alongside that, the Telecare team maintain their networking with existing and new suppliers, ensuring they remain current and up-to-date on new/different models and products. This, in turn, ensures there is an extensive range of equipment and peripherals available to meet the varying needs of Orkney's population. The Analogue to Digital Project continues to be a focus of the service, despite the switchover date being delayed to January 2027. The service has continued to see a year on year increase in referrals for Telecare/Community Care Alarm equipment.		Helen Sievwright / Lynda Bradford.
		Increase in use of Telecare/Digital solutions to support early intervention and prevention and increase flexibility for individuals to remain at home.	Dec-24	Jun-25	In early November 2024 there were 883 individuals utilising Telecare/Digital equipment and peripherals. At the end of February 2025 that had dropped to 865 individuals. The reasons for the decrease were due to (i) individuals who had sadly passed away and (ii) some individuals who had asked for their Telecare/ Community Care Alarm equipment to be removed, as a consequence of the letters that were issued, alongside a survey, regarding the potential introduction of charges for Telecare/ Community Care Alarm equipment.		Helen Sievwright / Lynda Bradford.

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		Waiting List of unmet need hours for care at home provision is reduced.	Dec-24	Jun-25	Waiting list management and the re-cycling of care at home capacity remains a significant focus of day-to-day operations. As well as those individuals waiting on care at home provision, the service is responsive to crisis intervention work, thereby preventing hospital admissions and/or admissions to long term care establishments. At the start of November 2024, the unmet need hours for care at home provision within the community was 223 hours overall. From November 2024 to April 2025, those hours have fluctuated - highest unmet need hours have been 277 hours, which was in the week beginning 10 March 2025, whilst the lowest was 204.1 hours, in the week beginning 7 April 2025. The service has continued to focus on ensuring minimal delayed discharges, as well as supporting individuals within the communities to prevent hospital and/or long term care admissions, where possible. The service has responded well to crisis situations and stepped up to packages of care for existing service users, when they have sadly had a deterioration in their long term condition, or reached the end stages of their lives.		Helen Sievwright / Lynda Bradford.
		The percentage of telecare users who have switched to digital from analogue is increased.	Dec-24	Jun-25	At the start of November 2024, there were 230 individuals who had switched over from analogue to digital. At 30 April 2024, that figure had increased to 306 individuals. This is a further increase of 76 digital transfers in the six-month period, November 2024 to April 2025.		Helen Sievwright / Lynda Bradford
		Number of service users receiving care at home support is increased.	Dec-24	Jun-25	In early November 2024, 166 individuals were in receipt of care at home provision across the communities of mainland Orkney and the Isles. This number fluctuates by the very nature of the service and, within the six-month period of November 2024 to April 2025, the highest number of individuals using the service was during the week of 24 March 2025, when 174 individuals were in receipt of care at home provision. The lowest number of individuals in receipt of care at home provision was in the week of 16 December 2024 where there were 163 individuals receiving care at home provision at that time.		Helen Sievwright / Lynda Bradford.
		Number of care at home packages of 10 hours + rise to reflect the responsiveness to increased complexity/frailty and demonstrates flexibility to changing needs.	Dec-24	Jun-25	At the beginning of November 2024, there were 60 individuals with care packages in excess of 10+ hours. At 30 April 2025, that number had decreased, by two, to 58.		Helen Sievwright / Lynda Bradford.

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Supporting Unpaid Carers	Hold an Orkney Carer Conference, where the essential role of unpaid carers in delivering social care support, in Orkney, will be highlighted and celebrated.	Hold the Carer Conference during Year One.	Dec-24	Jun-25	Complete - The Carer Conference was held in May of 2023		Shaun Hourston-Wells.
	Consult and engage with unpaid carers, following the conference, learning what it is we need to do so that they feel supported in their lives.	Undertake a post-Carer Conference Survey.	Dec-24	Jun-25	Complete - The survey was completed in October of 2023. The results were published, alongside the new Orkney Unpaid Carers' Strategy, in March of 2024.		Shaun Hourston-Wells.
	Use the responses and information gained from carers through this engagement to draft a new Carer Strategy that properly reflects the needs and aspirations of unpaid carers.	Prepare and publish new Carer Strategy before the end of business year 2023/24.	Dec-24	Jun-25	Complete - The new Orkney Unpaid Carers' Strategy was adopted by the IJB, in February 2024.		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 the 2022/23 financial year.	Dec-24	Jun-25	There were 77 new referrals to Crossroads Care Orkney during the last financial year. Whilst this is 77 new carers who were unaware of, and/or not accessing support services previously, this figure is actually one lower than the previously reported figure. It is clear we must increase and widen our efforts to reach carers in Orkney who are currently unsupported.		Shaun Hourston-Wells.

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Community Led Support (CLS)	Community Engagement Officer recruited.	Staff member in post.	Sep-24	Mar-25	Funding has been identified; however, establishing this post whilst the service is asked to identify significant savings is difficult. Furthermore, given the current recruitment hiatus at the Council, it is unlikely that this action can be progressed anytime soon.		Shaun Hourston-Wells.
	Explore options to develop Community Led Support across Orkney using a co-designed approach. (Aligned with Orkney Islands Council's Delivery Plan)	Co-designed project plan developed by end March 2025.	Sep-24	Mar-25	Health and social care officers are continuing to work with colleagues from other services, within the Council, to develop multi-service approaches to CLS. Results from the recent public consultations (Orkney Matters) will inform development of the plan. Whilst it is anticipated that a plan that reflects this multi-service approach will be completed, this is now considered extremely unlikely before the end of March, with a more realistic target being the end of Summer 2025.		Shaun Hourston-Wells.
Early Intervention and Prevention	Create additional frontline resource in Speech and Language Therapy.	Waiting times for assessment and treatment reduced.	Sep-24	Mar-25	Children and Young People team has been strengthened at the beginning of 2024 with the addition of one whole full time equivalent. The team has progressed and implementing universal specialised and targeted intervention for children and young people with speech, language and communication needs. Within the adult team the speech and language therapy post has remained vacant, and hard to fill, however gaps in service provision were supported by a specialist speech and language therapy on secondment from another Board, the secondment ended end of January. The substantive post is currently in the recruitment process and the services is optimistic for successful recruitment. In the interim, high risk and urgent referrals are continuing to be addressed through remote only service.		Morven Gemmill.
	Embed a new Neuro-developmental assessment pathway.	Neuro-Developmental Pathway (NDP) waiting times improve.	Sep-24	Mar-25	On 4 March, an inter-agency workshop is being held to consider the best model of a single point of access for children and young people awaiting neuro development assessment and intervention. This will include paediatricians, education, Child and Adolescent Mental Health Services and other key Orkney Health and Care services.		Morven Gemmill.
	Increased provision of family support provision across Orkney (linking to Whole Family Wellbeing (WFW) Fund Project).	Whole Family Wellbeing Support project plan and outcomes agreed by end March 2024.	Sep-24	Mar-25	The model of care to be agreed, identified the resources required to address the backlog and further service development requirements for duty of care ongoing following assessment.		Lou Willis.
	A collective agreement from partners to collaborate on a whole system approach to physical activity, with a working group established to take this approach forward.	An Orkney Systems-Based Approach to Physical Activity – Action Plan developed.	Sep-24	Mar-25	A draft copy of the Orkney Physical Activity and Wellbeing Strategy together with a delivery plan has now been developed and is ready for approval by stakeholders. A delivery group will then require to be put in place with the aim of prioritising and delivering against the key actions. The delivery plan will be reported upon annually.		Garry Burton / Garry Reid (Sport Scotland) / Graham Lindsay.

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	Continue to improve oral health and opportunities for routine oral care through delivery of population and targeted oral health programmes (e.g. Childsmile, Caring for Smiles, Open Wide, National Dental Inspection Programme (NDIP)).	Report on delivery and reach of oral health improvement programmes.	Sep-24	Mar-25	Childsmile Programme continues to provide and support toothbrushing and fluoride varnish programmes in nurseries and schools in the county. The majority of nurseries and schools participate in the toothbrushing programme. Toothbrushing is the core of the Childsmile Programme. Recruiting toothbrushing staff to ensure toothbrushing takes place continues to be a challenge from some schools. Caring for Smiles training is provided to care home and home care staff. Three training sessions were delivered for care home staff over October and November. Training has been delayed this calendar year due to availability of care home staff. Annual oral health screening in care homes has been delayed to staffing issues but is underway. The National Dental Inspection Programme inspections, focusing on P7 children's oral health will be completed by end March 2025.		Karyn Tait.
Tackling Inequalities and Disadvantage	Secure the sustainability of the Islands' Wellbeing Project and Island Co-ordinators.	Integration Joint Board (IJB) funding to be sought and secured for Wellbeing Co-ordinators, to continue beyond October 2023.	Sep-24	Mar-25	Complete - The IJB, through additional investment, agreed to fund the request from VAO to continue the Islands' Wellbeing Coordinators.		Stephen Brown.

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	Develop targeted, creative and appropriate community-based responses to support oral health improvement, based on Community Challenge fund model, supporting positive oral health behaviour and access to dental services when needed. The Board will monitor dental access needs throughout Orkney and be ready to respond to increased demand and changes in delivery.	Report on growth of activities to support oral health improvement in community, e.g. visits to toddler, community groups in Orkney.	Sep-24	Mar-25	At March 2025, community wide oral health improvement activity continues to develop for children and young people. Visits to toddler groups continue reaching out to young families. There have been 14 toddler group visits between September 24 and March 25. Work continues with the early years team, nurseries and schools, including secondary and Papdale Halls of Residence to reach children, young people and families needing some extra support. Increasingly community-based activity is a focus for the oral health improvement programme. Sub-group of the Child Healthy Weight Steering group last met in September 2024. Healthy eating guidance for parent of nursery aged children has been circulated. This group provides a network for discussing healthy eating issues for children and young people, including school meals. Areas of interest for this group are healthy food choices for active children, and school snacks. Delivery of HENRY started in August 2024 with the Healthy Families Right from the Start 8-week programme which was delivered face to face to a group of parents of children aged 0-5. A closed group who invited us along (also face to face) has been delivered and an online delivery is underway and going well. Currently scheduled are two workshops, Understanding Children's Behaviour (4 March (Face to Face) and 6 March (Online)) and Fussy Eating (18 March (Face to Face) and 20 March (Online)) and further workshops will be scheduled soon. Finally, Healthy Families Growing Up 8-week programme which is for families of children aged 5-12years of age is about to be advertised. The first of these will be face to face and there will be a further programme held online following this. The Public Dental Service continues to face difficult and challenging time in terms of staffing and recruitment. Progress has been made in recruiting a dental officer, and recruitment is underway for a dental therapist. This is being managed, and monitored closely, and recruitment efforts continue to ensure that the best service can be provided for patients.		Karyn Tait.
		Based on the demonstration of increased needs, the Public Dental Service to recruit required additional dental officer.	Sep-24	Mar-25	The Public Dental Service has finally successfully recruited to one of the vacant Dental Officer posts, with the person starting in post Summer 2025. A 6-month temporary post has been successfully filled for the interim and long-term options for this person are also being explored. Further recruitment planned for a Dental Therapist, Dental Nurses, Dental Officer and Senior Dental Officer to bring the closer to establishment and better serve the dental needs of Orkney. News of some successful recruitment in the independent sector is also welcome.		Steven Johnston.

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	Work with islands communities to co-design and develop models of care and services that are tailored, effective and sustainable.	First three islands (Papa Westray, Eday and North Ronaldsay) will have plans developed and actioned by March 2024.	Sep-24	Mar-25	Complete – The Papa Westray work was completed and update of outputs provided to the Orkney Partnership Board. Work with North Ronaldsay has been completed with a recognition that further engagement with the Community Council and Development Trust will provide further opportunities to be explored. Work with Eday was completed as far as possible owing to challenges with community representation.		Stephen Brown.