

Stephen Brown (Chief Officer)

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Agenda Item:

Performance and Audit Committee

Date of Meeting: 18 March 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 all the 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 2025/26 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.

3.4. The Strategic Plan Delivery Plan 2025/26 was approved by the Integration Joint Board on 30 April 2025.

3.5. Officers have provided an update on three of the six Strategic Priorities, at each meeting of the Performance and Audit Committee, ensuring that an update on progress was provided, biannually, in respect of each Strategic Priority.

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 final update of progress made on the Strategic Priorities, Milestones, and Measures, featured in the Strategic Plan Delivery Plan 2025/26.

4.3. As this is the last update covering the term of the Strategic Plan Delivery Plan 2025/26, the Milestones and Actions covering all six Strategic Priorities have been updated.

4.4. To accommodate this final update, the definition of those Milestones and Actions marked as yellow has been amended to “Behind schedule or partially complete”. In most cases, it is anticipated that these Milestones and Actions will be included in the new Strategic Plan Delivery Plan.

4.5. Below is a breakdown of the 26 actions contained within the Strategic Plan Delivery Plan 2025/26:

- 9 – Blue (complete).
- 4 – Green (on schedule to be completed).
- 7 – Yellow (behind schedule or partially completed).
- 6 – Red (significant possibility of failure to deliver within the timeframe of the plan).

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.

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		
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.	31.03.26.	Sep-25	N/A	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%.	31.03.26.	Sep-25	N/A	Historically, there have been challenges with the delivery of annual health checks in the population of Orkney. Between 2023 and 2025 there had only been a singleton practitioner who had limited capacity to begin to deliver these. In February 2025, a second post was created to move this forward. An action plan for monitoring and reporting has been put in place and quarterly reports on uptake and outcomes are submitted quarterly to Scottish Government. A register of individuals with Learning Disabilities has been fully populated to record all known individuals with a diagnosis of Learning Disability registered in each GP surgery in Orkney. As of 24 February 2026, the total number of checks offered is 87, of that 68% is completed, 6% declined the offer and 26% accepted the appointment and did not attend the appointment (the team is attempting further engagement). The remaining checks are scheduled to be complete by 1 April 2026.		Diane Young
Early Intervention and Prevention	Implement a partner-approved systems-based approach to Physical Activity.	Deliver update to the IJB in February 2026 to update on progress and outcomes.	28.02.26.	Sep-25	N/A	Due to some capacity issues as recruitment for key roles in Education, Communities and Housing progressing this action has not been as anticipated. Once the Service Manager (Leisure and Culture) is in post, this action will be progressed and information shared with the Integration Joint Board in summer 2026.		Garry Burton / Garry Reid (Sport Scotland) / 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.	30.06.25.	Sep-25	N/A	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. The team is 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.	30.09.25.	Sep-25	N/A	NHS Falls Prevention classes will continue to be delivered by the Ageing Well Service, following a short pause due to staffing and winter pressures. Funding from endowments has been secured for additional training in Falls Prevention strength and balance classes. This will improve the resilience of community-based programmes (NHS, third sector and external providers) and support delivery in the outer Isles, where feasible.		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.	31.03.26.	Sep-25	N/A	The single point of entry Neurodevelopmental Pathway has been agreed amongst key stakeholders. Project management and administration support is being confirmed to progress implementation. Additional capacity will be required to address the significant waiting lists. A piece of work is being undertaken to review the waiting lists to ensure an accurate understanding of local need/numbers requiring assessment. Work is also progressing to support early intervention approaches to supporting children and their families while on the waiting list.		Darren Morrow / Lou Willis / Chetana Patil
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Supporting Unpaid Carers	Hold a second Orkney Unpaid Carer Conference.	Hold the conference before the end of 2025.	31.12.25.	Dec-25	N/A	The second Orkney Carer Conference took place on Thursday, 27 November 2025.		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.	31.12.25.	Dec-25	N/A	Carer assessments are now offered to all unpaid carers seeking support, as a matter of course. Determining the number of assessments offered has proven difficult, with current systems unable to properly capture these figures. The number of completed assessments in 2025 was 21; however, services believe this figure to be significantly higher. The number offered is higher still, but the inability of systems to capture this information is preventing this figure from being accurately reported. Efforts are ongoing to identify how PARIS can capture this information as a matter of course.		Shaun Hourston-Wells
	Prepare and publish a dedicated Young Carer Strategy.	Young Carer Strategy will be approved and published, by March 2026.	31.03.26.	Dec-25	N/A	The initial draft of this document is currently the subject of consultation and input from the Crossroads Orkney Young Carers' Group. Once this is complete, it is anticipated that the finished Strategy will be ready for publishing. Securing young carer input is proving more difficult than originally anticipated. However, it is still hoped that this work will be complete within the stated timeline.		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 of 2025.	30.09.25.	Dec-25	N/A	A policy has been drafted and considered by the Council's Corporate Leadership Team. The consultation process with Unions is ongoing and it is hoped the policy will go to the May 2026 meeting of Human Resources Sub-committee. The process has taken longer than anticipated.		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.	31.03.26.	Dec-25	N/A	Suitable training modules have been identified and officers are working with Organisational Development colleagues at the Council to have the introductory video included on iLearn. This short video will equip staff to be "carer aware", and will enable rapid training of a large cohort of staff, including all frontline care staff. Officers have determined the launch of the new video will likely see more success and, crucially, more views, if this is launched concurrently with the Council's Support for Carers Policy. It has, therefore, been decided to delay the launch of the video until the Policy is approved through the Human Resources Sub-committee. The video will be launched to NHS Orkney colleagues at the same time. This Milestone will be carried forward to the new Strategic Plan Delivery Plan.		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.	31.03.26.	Dec-25	N/A	There were 96 new contacts in 2026 which represents an increase of 23%, but is well short of the goal of 150. It is anticipated the potential appointment to the new Carer Lead role, interviews scheduled late February 2026, will significantly increase this figure in coming years, as well as the Carer Awareness training and the introduction of the Council's Support for Carers Policy. Consequently, this Milestone will be carried over to the new Delivery Plan.		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%.	31.03.26.	Sep-25	N/A	The service now has less than half of its service user cohort with analogue equipment in situ (54.5% with digital and 45.5% with analogue) and the service is continuing with the progression of all service users having digital equipment before June 2026. Every new individual who comes into the service is supplied with digital equipment and it is anticipated that the service will meet the 60% target by 31 March 2026.		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.	31.03.26.	Sep-25	N/A	A report was presented to the February 2026 meeting of the IJB.		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.	31.03.26.	Sep-25	N/A	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 a 12-week period, at the last update in December, was 24. Over the latest 12-week period, this has increased to 34.5. The waiting time for assessment had reduced from almost 8-weeks to 4-weeks, at the last update, but is now around 6-weeks. These figures are subject to regular fluctuation as capacity within the team, not to mention the number and complexity of referrals varies.		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.	31.03.26.	Sep-25	N/A	As previously mentioned the number of service users, 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 169 individuals in receipt of care at home provision. Although we have not achieved the target of 180 service users it is important to note that 15 individuals require two carers at each visit and a further 61 individuals are in receipt of more than 10 hours care per week.		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.	31.03.26.	Sep-25	N/A	There are three care homes for individuals over 65. These are included in the Registered Services report which is presented to Committee. The care homes continue to progress with their respective action plans which have been submitted to the Care Inspectorate. A Project Initiation Document (PID) has been developed which seeks to review and redetermine appropriate staffing levels and grades. There will also be work on developing a more attractive rota. It is anticipated that these significant planks of work will stabilise the workforce going forward.		Helen Sievwright / Lynda Bradford
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.	31.12.25.	Sep-25	N/A	Officers have been in contact with colleagues in the Council's Infrastructure and Organisational Development directorate, who are leading the work on Local Place Plans, to ensure health and social care contribution to the plans. External consultants are working with community groups to prepare Local Place Plans, assisted by Council Officers. Partnership officers are now representing health and social care services at these meetings. The shift to Local Place Plans (replacing Community Action Plans, which are now, generally, produced by Development Trusts) has been ongoing for the last year or so. Officers are scheduled to attend a Local Place Plan workshop in Shapinsay, and continue to seek opportunities to engage with communities and have direct input on the production of Local Place Plans. Locality Leads will be appointed in February 2026 and will ensure that there is an annual agenda item on Local Place Plans at both the Joint Isles Health and Care meetings and the Joint Mainland Health and Care meetings.		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.	31.03.26.	Sep-25	N/A	Within the Integration Joint Board's webpages a list of the community engagement meetings are available. Following agreement and approval of the previous minutes at the next meeting they are then uploaded on the webpages.		Stephen Brown
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.	31.07.25.	Sep-25	N/A	The Suicide Prevention Action Plan was presented to the Integration Joint Board in May 2025, for noting. Progress against the plan's stated Outcomes will be reported in April 2026.		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.	31.12.25.	Sep-25	N/A	There have been some slight, unforeseen, setbacks in the implementation of MORSE in Mental Health Services. This is partly due to MORSE being hosted by NHS Grampian and to ensure systems are configured around NHS Grampian to ensure this works effectively. Currently staff have attended further demonstrations and training on MORSE which will be ongoing over the next two months. MORSE Champions have been identified in each of the Mental Health Services to assist with the implementation during its pilot go live phase. The Community Mental Health Team went live with Morse at the beginning of March 2026.		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.	31.03.26.	Sep-25	N/A	The Band 7 Lead commenced on 3 November 2025 with the other nursing posts having to go back out for advert following candidates withdrawing from scheduled interviews in March 2026. Currently, the Team Lead is liaising with other stakeholders such as Scottish Ambulance Service, Police Scotland, the Balfour, NHS Grampian etc to review current systems and develop a first draft of a Standing Operational Procedure. Work is also progressing on drafting an initial test of change regarding how the service delivery will work with regard to hours of work etc.		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 it's utilisation.	31.03.26.	Sep-25	N/A	The SOS app has been shared amongst the community used a variety of fliers and feedback. 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. The SOS app played an important role at Orkney's first Suicide Prevention event where it was the final presentation before bringing presentations to a close. Additional support has recently been provided with attendance at education inset days where the SOS app and suicide prevention was discussed with teachers who were given the opportunity to ask follow up questions. The app is undergoing further development with some feedback received and responded too. Longer term plans seek to develop the app further to be available of IOS and Android app stores to make this more accessible to the community.		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.	31.03.26.	Sep-25	N/A	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 more in the assessment process. There is a limit to the number of children that can be seen at one time due to their only being two practitioners that can deliver the programme. 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. There is now a short waiting list for LIAM due to increased demand. Feedback so far has been positive with minimal changes required to the offer. 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.		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.	31.12.25.	Sep-25	N/A	Recruitment to practice based Mental Health Practitioner roles has now been paused, pending approval of the options appraisal for the Primary Care Improvement Plan (PCIP) regulatory services. A paper was presented to the Integration Joint Board in February 2026 which took account of the views from GP Sub-committee. A further paper will be presented to the Integration Joint Board in June 2026 to address an additional ask.		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%.	31.03.26.	Sep-25	N/A	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. This also allows patients the choice should they prefer a face to face appointment.		Suzanne Roos

