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Agenda Item: 11

Integration Joint Board

Date of Meeting: 30 April 2025

Subject: Strategic Plan Delivery Plan.

1. Purpose

1.1. To present the draft Strategic Plan Delivery Plan, for the period 2025 – 2028, for Members' approval.

2. Recommendations

It is recommended:

2.1. That the draft Strategic Plan Delivery Plan, attached as Appendix 1 to this report, be approved.

3. Background

3.1. NHS Orkney and Orkney Islands Council delegate a wide range of health and social care services to the Orkney Integration Joint Board (IJB).

3.2. The Orkney IJB is required to have a Strategic Plan covering a period of three years. The current Plan, 2022 – 2025 ends this year.

3.3. The Strategic Plan establishes the Orkney IJB's focus and the direction for the next three years, based on clear principles and priorities. The national integration principles have also been considered when designing this Plan.

3.4. A detailed annual Delivery Plan has been prepared, providing detail on how the Priorities will be delivered and measured, and is attached at Appendix 1 to this report.

4. Strategic Plan Delivery Plan 2025 - 2028

4.1. The Strategic Plan Delivery Plan 2025 – 2028 delivers an outline of the six Strategic Priorities, adopted by the IJB, in the Strategic Plan 2025 – 2028, as well as the intention of each Strategic Priority.

4.2. The Strategic Plan Delivery Plan goes on to articulate specific outcomes relating to each Strategic Priority and, crucially, details of how the respective outcomes will be measured.

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

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.	Yes.
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.	Yes.

6. Resource and financial implications

6.1. The aim of integration is to create a health and social care system in which the public pound is always used to best support the individual at the most appropriate point in the system.

6.2. There are no financial implications arising directly from the report. Any actions arising must be met from within existing approved budgets.

7. Risk, equality and climate change implications

7.1. The Strategic Plan, along with this Strategic Plan Delivery Plan, allows the Orkney IJB to articulate its Strategic Priorities for the period of the Plan. These reflect the findings of consultation work and national government policy, as well as the most recent Joint Strategic Needs Assessment.

7.2. Main risks to the effective implementation of the Strategic Plan Delivery Plan arise from the current funding constraints, and the level of savings that the Board will be required to realise over the course of the Strategic Plan on an annual basis, as well as the ongoing reliance on agency and locum staff.

7.3. Both an Equality Impact Assessment and Island Communities Impact Assessment have been undertaken in respect of the draft Strategic Plan. Further assessments are not considered necessary for the Delivery Plan.

7.4. The responsibilities of the Integration Joint Board under the Climate Change (Scotland) Act 2009 and the subsequent Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015 have been considered during development of both the draft Strategic Plan and Delivery Plan, particularly with regard to the partnership's service delivery partners.

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: Draft Strategic Plan Annual Delivery Plan 2025 – 2026.

Strategic Plan Delivery Plan 2025 – 2028

Orkney Health and Social Care Partnership



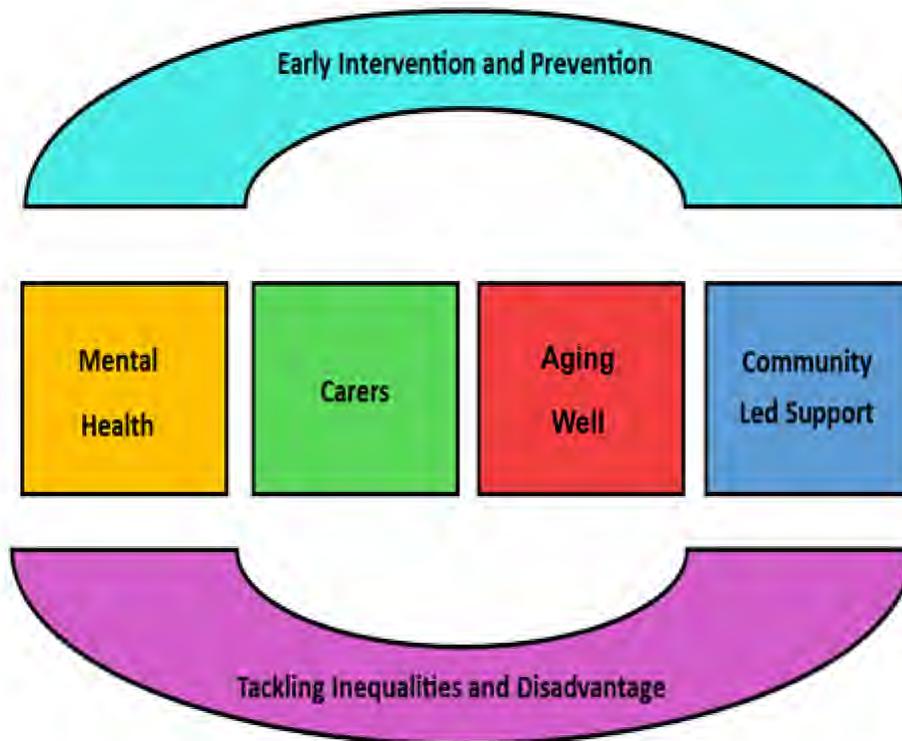
Contents

Introduction.....	4
Priority: Community Led Support.....	6
Outline.....	6
Strategic Intention	6
Delivery Milestones	7
Priority: Mental Health and Wellbeing.....	8
Outline.....	8
Strategic Intention	8
Delivery Milestones:	9
Priority: Supporting Older People	11
Outline.....	11
Strategic Intention	11
Delivery Milestones:	12
Priority: Supporting Unpaid Carers	13
Outline.....	13
Strategic Intention	13
Delivery Milestones:	14
Priority: Early Intervention and Prevention.....	15
Outline.....	15
Strategic Intention	15
Delivery Milestones:	15
Priority: Tackling Inequality and Disadvantage	17

Outline.....17
Strategic Intention17
Delivery Milestones17

Introduction

Following on from the approval of the Orkney Health and Social Care Partnership Strategic Plan 2025 – 2028 (which can be found [here](#)), this Delivery Plan seeks to provide details of how we intend to deliver the Partnership's six Strategic Priorities, over the next three years.



Our Strategic Priorities were determined through a number of consultation and engagement exercises, undertaken by multiple statutory and third agencies, over the last several months, and considered within the context of a Joint Strategic Needs Assessment, undertaken towards the end of 2021.

The engagement to date has agreed that the previous six Strategic Priorities should continue, with only a small change to the name of one to Supporting Older People.

Professional acknowledgment that services must respond to changing public expectation, budgetary challenges, staffing shortages and changing demographics, have resulted in new ideas and innovations in service delivery, such as Community Led Support.

The Priorities must be considered within the broader context and recognition that helping people to maintain their health and wellbeing, providing access to preventative services, and delivering for everyone, regardless of circumstance, will encompass every aspect of strategic planning and service delivery. We will use shared decision making to place our population at the centre of their care, always listening to what matters to you.

Orkney Health and Social Care Partnership's Strategic Plan, and this strategic Delivery Plan, should be read within the context of public services' delivery, in Orkney. There are multiple strategic plans, issued by a number of responsible statutory and third sector agencies, all of which retain common themes. Despite attempting to tackle different challenges, all these plans seek to improve the overall health and wellbeing of the people of Orkney and, consequently, are inextricably linked.

Scottish Government, too, has a plan to improve health and wellbeing across Scotland. This Plan is summarised in the nine National Health and Wellbeing Outcomes. You can read more about these outcomes [here](#). A summary of the Outcomes addressed by each of the Strategic Priorities is below.

Finally, it should be noted that no single Strategic Priority sits in isolation; each has a direct influence and effect on the others. This means co-production, across every aspect of service delivery in the health and social care sector (and in public services delivery, in general) is mandatory if we are to successfully deliver upon our stated Strategic Priorities and, most importantly, improve the health and wellbeing of people in Orkney.

Priority: Community Led Support

Outline

Community Led Support aims to provide the foundation for a more modern, effective way of delivering health and social care support that strengthens individuals, and community resilience and wellbeing. It is based on joined up working and collaborations across a range of organisations and partners, working collaboratively in the interests of the community, and moves away from professionally led processes and decisions, with the aim of focusing on good, effective conversations with people.

Strategic Intention

Working with communities and partners to collaboratively design services with a focus on prevention, early intervention and on enabling people to be as independent as possible. This will strengthen integrated health and social care provision, improve mental health and wellbeing support, bolster partnership working and drive further development of Community Led Support / care in a co-designed approach.

This Strategic Priority Contributes to:

Outcome 7: People who use health and social care services are safe from harm. They do and are supported to continuously improve the information, support, care, and treatment they provide.

Outcome 8: People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care, and treatment they provide.

Outcome 9: Resources are used effectively and efficiently in the provision of health and social care services.

Delivery Milestones

Delivery Milestones Year 2025/26.	Measure.	Lead.	Timescale
Engage in the co-production of community action plans for 100% of Orkney's parishes by December 2025.	Action plans will be available and will include key health and social care data and plans.	Planning and Performance Manager.	December 2025.
We will convene and host quarterly evening meetings with Islands Community Councils representatives and six monthly with the Mainland Community Councils representatives to enhance responsiveness to their health and social care needs.	Schedule of meetings and minutes will be available	Chief Officer.	End of March 2025.

Priority: Mental Health and Wellbeing

Outline

The Strategic Plan highlights that we think it is important that people who experience mental health problems receive the same level of social and clinical support as those with physical health problems, and that we have made a commitment to improve and develop mental health and wellbeing supports across Orkney, so that people can live longer, healthier, and more fulfilling lives.

Strategic Intention

Our strategic intention is described within the current Mental Health Strategy as “Helping people in Orkney to ensure that preventive measures are deployed at the earliest opportunity and that those with enduring mental health conditions live longer, healthier and more independent lives within their own communities. Getting it right for everyone applies equally to those with mental health conditions as it does those with physical health conditions.” In addition our intention is to bolster the current service and create a sustainable service, recognising the changes in need and demand from our local population.

This Strategic Priority Contributes to:

Outcome 1: People are able to look after and improve their own health and wellbeing and live in good health for longer.

Outcome 3: People who use health and social care services have positive experiences of those services, and have their dignity respected.

Outcome 5: Health and social care services contribute to reducing health inequalities.

Outcome 7: People who use health and social care services are safe from harm. They do, and are, supported to continuously improve the information, support, care, and treatment they provide.

Outcome 9: Resources are used effectively and efficiently in the provision of health and social care services.

Delivery Milestones

Delivery Milestones Year 2025/26.	Measure.	Lead.	Timescale
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.	Chief Officer. Corporate Director, Education, Leisure and Housing.	End of July 2025.
Introduce an electronic patient record system, Morse, for those with mental health issues.	Morse will be fully operational and performance data easier to produce.	Service Manager – Mental Health Services. Head of Health and Community Care.	End of December 2025.
Recruit to the All-Age Nurse Led Psychiatric Liaison Team.	The All-Age Nurse Led Psychiatric Liaison Team is established and operational.	Service Manager – Mental Health Services. Head of Health and Community Care.	End of March 2026.
Raise greater awareness of mental health supports available.	We will promote the suicide prevention app 'SOS' and report throughout the year it's utilisation.	Lead Officer, Public Protection.	End of March 2026.
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.	Service Manager (Children's Health Services). Head of Children, Families and Justice Services and Chief Social Work Officer.	End of March 2026.

Delivery Milestones Year 2025/26.	Measure.	Lead.	Timescale
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.	Head of Primary Care Services.	End of December 2025.
Expand the use of telehealth for remote consultations and therapy sessions.	To increase the number of sessions using Near Me from 80% to 90%.	Consultant Psychologist	End of March 2026.

Priority: Supporting People to Age Well

Outline

Older people consistently tell us they would prefer to stay in their own homes, in their own communities, for as long as possible, rather than move into supported accommodation or residential care. Whilst we have invested significantly in improving sheltered and residential care for our most frail and vulnerable older people (such as the new care home, Kirkjuvagr, in Kirkwall), we recognise people want to receive support, wherever possible, at home.

Strategic Intention

If we are to be more successful in meeting peoples' preferences, we need to ensure we have an adequate workforce, appropriately remunerated and fully trained in the delivery of complex care. We need to ensure all possible use of technology is maximised and we need to ensure all community-based teams are working collaboratively together for the benefit of the people in our care.

We will work together with our partners across the health, care, and third sector to help people access activities and services to meet the needs of vulnerable older people.

We will ensure that people living with frailty are able to access well planned and well-coordinated services which are tailored to their individual needs and support their health, wellbeing, and independence at every stage of their condition.

This Strategic Priority Contributes to:

Outcome 1: People are able to look after and improve their own health and wellbeing and live in good health for longer.

Outcome 2: People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.

Outcome 9: Resources are used effectively and efficiently in the provision of health and social care services.

Delivery Milestones

Delivery Milestones Year 2025/26.	Measure.	Lead.	Timescale
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%.	Service Manager (Community Care). Head of Community Health and Care.	End of March 2026.
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.	Head of Community Health and Care.	End of March 2026.
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.	Service Manager (Adult and Learning Disability Social Work). Head of Community Health and Care.	End of March 2026.
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.	Service Manager (Community Care). Head of Community Health and Care.	End of March 2026.
We will continue to improve the quality of residential care provision in Orkney.	All Care Home Inspectorate Grades will be at Good or above.	Service Manager (Social Care). Head of Community Health and Care.	End of March 2026.

Priority: Supporting Unpaid Carers

Outline

The Scottish Government has observed that the care system could not cope without the enormous contribution from unpaid carers. The Carers (Scotland) Act 2016 recognised this contribution, promising to ‘promote, defend, and extend the rights’ of adult and young carers across Scotland. The Act enhances and extends the rights of carers, with carers now entitled to their own support plan.

The role of unpaid carers is also recognised in the Scottish Government’s nine National Health and Wellbeing Outcomes. This recognition is local, too, with support for unpaid carers being one of our strategic priorities.

Strategic Intention

The Carers’ Strategy Group, a group with membership from across the statutory and third sectors, as well as unpaid carer representation, is charged with delivery of the Carers’ Strategy.

The group is currently developing the new Carers’ Strategy, a document that will provide detail on how we will improve the lives of unpaid carers in Orkney. This strategy is being developed in collaboration with unpaid carers themselves: each of the actions included in the strategy, and in this plan, will be both articulated and validated by unpaid carers, themselves.

This Strategic Priority Contributes to:

Outcome 1: People are able to look after and improve their own health and wellbeing and live in good health for longer.

Outcome 2: People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.

Outcome 4: Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

Outcome 6: People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.

Delivery Milestones

Delivery Milestones Year 2025/26.	Measure.	Lead.	Timescale
Hold a second Orkney Unpaid Carer Conference.	Hold the conference before the end of 2025.	Planning and Performance Manager.	End of December 2025.
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.	Planning and Performance Manager.	End of December 2025.
Prepare and publish a dedicated Young Carer Strategy.	Young Carer Strategy will be approved and published.	Planning and Performance Manager.	End of March 2026.
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.	Planning and Performance Manager. Head of Human Resources, OIC.	End of September 2025.
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.	Planning and Performance Manager.	End of March 2026.
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.	Planning and Performance Manager.	End of March 2026.

Priority: Early Intervention and Prevention

Outline

Our strengthened focus on prevention and early intervention will promote good, positive, physical and mental health, and wellbeing, for all people, whatever their age.

Strategic Intention

Prevention and Early Intervention, across the lifespan, is vital to all our priorities. We want to empower people to be more aware of, and responsible for, their health and wellbeing, whatever their age or background. We are committed to improving the overall health and wellbeing of children, young people, and adults, in Orkney. Communities and the local environment play an important role in promoting good health and providing opportunities to be active, to be involved, and to connect with others.

This Strategic Priority Contributes to:

Outcome 1: People are able to look after and improve their own health and wellbeing and live in good health for longer.

Outcome 4: Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

Delivery Milestones:

Delivery Milestones Year 2025/26.	Measure.	Lead.	Timescale
Implement a partner-approved systems-based approach to Physical Activity.	Deliver update to the IJB in February 2026 to update on progress and outcomes.	Service Manager (Leisure and Culture).	End of February 2026.
Launch a programme to promote healthy lifestyles in	Deliver workshops on nutrition, mental health, and	Head of Children, Families and Justice Services and Chief Social Work Officer.	End of June 2025.

Delivery Milestones Year 2025/26.	Measure.	Lead.	Timescale
schools, reaching 100% of students by June 2025.	physical activity in partnership with educators.	Service Manager (Children's Health Services) Service Manager (Leisure and Culture).	
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.	Head of Community Health and Care.	End of September 2025.
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.	Head of Children, Families and Justice Services and Chief Social Work Officer. Service Manager (Children's Health Services). Clinical Director, CAMHS.	End of March 2026.

Priority: Tackling Inequality and Disadvantage

Outline

We are committed to:

- Working to keep children, young people, and vulnerable adults safe.
- Making sure that everybody can access the service or treatment that they might need, when they need it.
- Removing barriers to accessing services.
- Working with partners to address financial hardship.
- Ensuring Orkney is a safe and happy place to live, for everyone.

Strategic Intention

The provision of multi-professional, 21st century health and social care, which is tailored to the needs of our population.

This Strategic Priority Contributes to:

Outcome 5: Health and social care services contribute to reducing health inequalities.

Delivery Milestones

Delivery Milestones Year 2025/26.	Measure.	Lead.	Timescale
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.	Chief Officer, Cost of Living Task Force.	End of March 2026.
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%.	Service Manager – Mental Health Service.	End of March 2026.