



Working together to make a real difference

Strategic Planning Group

Minute | 2 July 2025 | 1500 | Teams

Present: Cllr Rachael King (Chair), Willie Neish, Shaun Hourston-Wells, Stephen Brown, Deborah Langan, Lynda Bradford, Cathy Martin, Scott Robertson, Helen Sievwright, Sam Thomas, Darren Morrow, Drew Mayhew and Stephanie Johnston (notes).

Apologies: Steven Johnston, Morven Brooks, Louise Willis, Morven Gemmill, John Daniels and Danny Oliver.

1. Welcome and Apologies

Rachael welcomed everyone to the meeting and the apologies were noted. Rachael advised that due to absence the previous meetings were not available but would be circulated thereafter.

2. Update in Strategic Plan Delivery Trackers

An overview of the existing tracker was provided, and it was noted that it will be superseded by a new version aligned with the new Strategic Plan. It was advised that most of the actions were either on target or completed, except for a few, such as the recruitment of a Community Engagement Officer, which was marked as red due to delays. The new Strategic Plan has more measurable and smarter targets. The challenges faced by the leadership team was acknowledged but commended the progress made despite these challenges.

It was updated that the Isles Wellbeing Project was in the process of transitioning from Voluntary Action Orkney to the relevant Development Trusts. Whilst the Project is not owned by Integration Joint Board, there is opportunities to influence with various members of staff involved in discussions. The new model aims to provide a more consistent service across the islands, focusing on signposting and facilitating services rather than delivering personal care. Following a concern in relation to potential inequality it was assured that discussions with development trusts are ongoing to address these concerns. It was suggested that it would be helpful to have a future agenda item to update on the work the Scottish Ambulance Service is doing on the needs/services on the Isles. **Action:** Drew.

In terms of support for unpaid carers it was agreed there is a redefine respite and what this means. It was suggested a move away from the traditional concept of respite as a week in a care home to a more flexible approach that includes short breaks and other forms of support would be more sustainable. The importance of aligning this with the new Care Reform Bill was highlighted, which outlines the rights to breaks for carers. It was agreed there is need for creative solutions to provide

breaks for carers, considering the limited resources available. It was advised that the Carer Conference would be held on 27 November which would be an opportunity to engage with carers and gather their input on respite needs.

3. Suicide Prevention Task Force Planning for Suicide Prevention Week – September 2025

An update was provided on the activities of the Suicide Prevention Task Force, highlighting the planning of a specific event in September to coincide with Suicide Prevention Awareness Day. This event aims to raise awareness about suicide prevention and provide information on where individuals can seek help. The event will feature relevant speakers and inputs from organisations across mental health and wellbeing services. Additionally, the group has acquired the rights to screen a film titled "The Low Road," which addresses the topic of suicide. The film will be shown in November, with screenings planned for both the afternoon and evening, accompanied by a Q&A session with the director and writer. Furthermore, a "Breathing Space" bench, donated by Breathing Space Scotland, will be installed in Orkney to provide a contemplative space for the community. The transportation of the bench is being generously covered by Streamline as part of their community support efforts. There is also a discussion about potentially creating additional benches through local initiatives like men's sheds and community payback teams.

4. Public Sector Reform

The significance of public sector reform was discussed, emphasising the need for radical changes in organising public services to reduce duplication and bureaucracy. The importance of aligning local service redesign and transformation efforts with national reform initiatives was highlighted. The financial challenges faced by Health Boards and Councils across the country and the necessity of exploring opportunities for efficiency and productivity was noted. It was suggested this could be further explored at an IJB development session to align the three reform products with local priorities. **Action:** Stephen/Stephanie. There is need for a compassionate and empathetic approach in supporting the workforce and preparing the community for any changes ahead.

5. Joint Strategic Needs Assessment Schedule

The preparation for the next Joint Strategic Needs Assessment in collaboration with Public Health Scotland and list analysts was discussed. The aim is to gather comprehensive data to inform the next Strategic Plan, with a focus on children's services as the new Children Services Plan is due by April next year. The Joint Strategic Needs Assessment will include national indicators and local intelligence, such as waiting lists and referral rates, to provide a detailed understanding of community needs. The importance of early engagement to identify additional indicators that may be necessary for a thorough assessment was highlighted as well

as the need to capture local knowledge and understanding that may not be reflected in national data.

Following a discussion on exploring complexity of care and the tools available to measure dependency levels it was noted that existing tools, such as the Indicator of Relative Need, are limited and may not fully capture the complexity of care needs, particularly in mental health. It was suggested that developing a local tool to provide a more accurate assessment of dependency levels, which could inform staffing, training, and resource allocation decisions could be looked into. **Action:** Cathy and Helen. It was agreed that there is a need for a comprehensive understanding of complexity to inform decision making and ensure that care models are fit for purpose.

6. AOCB

6.1. Whole Systems Pressures

The Short Life Working Group, led by Sam, will focus on the whole system pressures, particularly in relation to delayed transfers of care. The aim is to gain a comprehensive understanding of these pressures and how they impact the system. It was suggested that the findings and updates from this group should be regularly fed back to the Strategic Planning Group to ensure ongoing awareness and discussion. This would allow the Strategic Planning Group to provide updates to the Integration Joint Board through the Chair's Assurance Report.

6.2. Potential Funding Asks

It was suggested that it could be helpful to have a list/summary of potential asks which could detail what resources would be required if additional funding were available. This could help in articulating the needs and priorities of the system, particularly in addressing whole system pressures and ensuring equitable service delivery across different areas.

7. Date of Next Meeting

Tuesday, 2 September: 1000-1200.

Stephen Brown (Chief Officer)

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Chairs Assurance Report to the Integration Joint Board

Title of Report:	Strategic Planning Group.	Date of Meeting:	02 June 2025.
Prepared By:	Cllr Rachael King.	Presented By:	Cllr Rachael King.
Purpose:	To present the unapproved Strategic Planning Group minutes from the meeting on 2 July 2025.		

Positive Assurances:	Decisions Made:
<p>Strategic Plan Tracker: Most actions in the current tracker are on target or completed; the new Plan includes smarter, measurable targets.</p> <p>Isles Wellbeing Project: Transition to Development Trusts is progressing, aiming for consistent, signposting-focused services across islands.</p> <p>Suicide Prevention Initiatives: Awareness events planned for September and November, including film screenings and installation of a “Breathing Space” bench.</p> <p>Carer Support: Recognition of the need to redefine respite care in line with the Care Reform Bill; and the upcoming Carer Conference.</p> <p>Joint Strategic Needs Assessment: Planning underway with Public Health Scotland to inform the next Strategic Plan.</p>	<p>Future Agenda Item: It was agreed for Scottish Ambulance Service to do an update on the work they are doing on the Isles.</p> <p>Whole System Pressures: The Short Life Working Group to report regularly to the Strategic Planning Group and then feed into the Integration Joint Board through the minutes and Chairs Assurance Report.</p>
Areas of Concern or Key Risks to Escalate:	Major Actions:

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<p>Recruitment Delays: Community Engagement Officer post flagged as delayed.</p> <p>System Pressures: Delayed transfers of care and broader system strain require ongoing monitoring and strategic response.</p>	<p>Local Complexity Tool: It was agreed to look into development of a more accurate care needs assessment tool.</p> <p>Joint Strategic Needs Assessment: Members to identify additional indicators and additional local knowledge to be included in the Joint Strategic Needs Assessment.</p>
<p>Comments on Effectiveness of the Meeting:</p>	
<p>Meeting attended by a range of Members. Due to absence, previous minutes not available.</p>	