



REPORT TO: MORAY INTEGRATION JOINT BOARD ON 25 JANUARY 2024

SUBJECT: LOCALITY PLANNING UPDATE

BY: INTERIM DEPUTY HEAD OF SERVICE

1. REASON FOR REPORT

1.1 To inform the Board on the work done to date in relation to the Health and Social Care Moray Locality Planning model.

2. RECOMMENDATION

2.1 It is recommended that the Moray Integration Joint Board (MIJB):

- i) notes the progress made on locality plans since the previous report on 30 March 2023; and**
- ii) agrees that further progress reports be brought to the MIJB on a six monthly basis.**

3. BACKGROUND

3.1 The Public Bodies (Joint Working) (Scotland) Act 2014 section 29(3)a requires Integration Authorities across Scotland to establish Health and Social Care localities within their areas. Moray is divided into four localities to support the local implementation of the MIJB Strategic Plan.

3.2 Locality planning provides a framework for how the MIJB intends to improve health and wellbeing within specific geographic areas. It is anticipated that locality planning will build upon the insights, experiences and resources within localities, support improvements in local networks, enable development of robust and productive professional relationships and improve the health and wellbeing outcomes. Most importantly, locality planning will support citizens and communities to support themselves.

3.3 Each locality plan incorporates a community led approach, empowering those living and working within a locality to play an active role in identifying the priorities for health and social care in each locality, and to shape the delivery of services for the future. Each plan is supported by locality profiles which provide demographic, public health and inequalities overviews for each geographic

area. These profiles are used to help facilitate decisions regarding service planning within the localities.

- 3.4 The four Moray localities and their respective locality managers are:
- Forres and Lossiemouth; Iain Macdonald
 - Elgin; Lesley Attridge
 - Speyside and Keith; Cheryl St Hilaire
 - Buckie, Cullen and Fochabers; Laura Sutherland
- 3.5 A previous report was submitted to the Board on 30 March 2023 outlining progress in relation to the locality planning process (para 10 of minute refers).
- 3.6 The monitoring and further development of locality plans are now embedded within locality based discussion groups and at the Health and Social Care Moray, Operational Management Team (OMT) meetings.
- 3.7 Locality Managers use a strength and asset based approach to support the development of their respective locality plans. Trust based relationships are at the heart of developing locality networks; each locality plan aims to recognise citizens, health and social care practitioners and the varying communities' strengths and assets. Ultimately creating plans which matter to each community.

4. KEY MATTERS RELEVANT TO RECOMMENDATION

- 4.1 All four localities have locality plans in place and these are included alongside this report as appendices 1 (Forres and Lossiemouth Locality), 2 (Elgin Locality), 3 (Keith and Speyside Locality) and 4 (Buckie, Cullen and Fochabers Locality).
- 4.2 The respective locality plans are being progressed at differing paces, however a shared approach based on four key themes is being used:
- Evidence driven – all four locality plans share the same format for their locality profiles and the same core health and social care data. Additional data is then sought to allow a deeper analysis into specific themes/topics. Data is updated on a regular basis.
 - Community engagement and consultation – all four locality plans utilise community engagement and consultation information to inform the setting of priorities and the monitoring of action plans. Locality managers work closely with colleagues in Children's Service Planning and the Moray Council Communities team to share appropriate engagement and consultation responses to minimise duplication of effort, maximise resources, and coordinate priority setting.
 - Practitioner engagement and consultation – all four locality plans utilise feedback from practitioners to inform priority setting and the monitoring of actions plans.
 - National and regional drivers, and sharing of good practice – all four locality plans monitor national and regional good practice examples to support the development of locality priorities.

4.3 Each locality planning structure has three component parts:

- The Oversight group – a representative group of local community members and practitioners who oversee the development and monitoring of the locality plan.
- The Multi Disciplinary Team – this component focuses on the practice and quality of ‘case specific’ health and social care support to the residents living within the locality.
- The Network – this component focuses on how we share contact details and general information between the broad group of practitioners who provide health and social care support to the people living within the locality.

4.4 The Health and Social Care Moray Locality Planning model allows localised planning and the opportunity to facilitate ‘tests of change’ within one locality that, if appropriate, can be scaled up to other localities. Thus promoting a learning and development culture. There are also many opportunities to share learning, to and from, other Health and Social Care Partnerships within Grampian and those further afield, ensuring that we remain outward looking.

4.5 The potential continues to exist to further connect the locality work taking place within Children’s Service Planning and within the locality work being led by the Moray Council Communities Team. Progress has been made and discussions are ongoing between senior managers leading on each model to ensure a joined up approach is taken wherever possible. With the current financial challenges facing all services there is an increased need to ensure best use of resources.

4.6 Members of the Senior Management team and Service Managers recently met with Scottish Government colleagues from the Getting it Right For Everyone (GIRFE) Team. This led to a bid being presented to the Scottish Government for Health and Social Care Moray to become a GIRFE Pathfinder Project. The bid was successful and Health and Social Care Moray were confirmed a Pathfinder Project on the 18 November 2023. Locality planning will be integral to achieving the values and principles set out within GIRFE.

4.7 Members of the Senior Management Team and Locality Managers recently met with Scottish Government colleagues to discuss the current National Localities Guidance (2015); opportunities for refreshing this guidance, and how locality planning may align, or otherwise, with National Care Service design. There was an opportunity to highlight the good work taking place across Moray; this was well received and was acknowledged at a national level.

4.8 Localities cannot operate in isolation and there are some excellent examples of how within Moray we can maintain a central overview whilst delegating decision making and responsibility to local managers and teams, and most importantly communities. This is perhaps best seen in how we have developed our multi disciplinary team meetings at both a central and local level to ensure the most vulnerable people are receiving the support they require.

Specific Locality Updates

4.9 Forres and Lossiemouth

- A locality oversight group is now well established in both the Forres and Lossiemouth areas; the groups have strong community and practitioner representation.
- The role of the Multi Disciplinary Team (MDT) has been reviewed through a 'How Good is our MDT' evaluation tool; with the aim of further strengthening MDT working within the locality.
- Improvements in data collection at a locality level continues to progress an evidence based approach to determine locality priorities and measure outcomes.
- The Social Prescribing model is now well embedded within the Forres Health and Care Centre and the Moray Coast Medical Practice building in Lossiemouth.
- Progress in relation to the Forres and Lossiemouth Locality priorities are outlined in **Appendix 1**. Mitigating Actions following the closure of the Burghead and Hopeman branch surgery premises have been added to the plan as appropriate.
- Plans are in place to engage with the Forres and Lossiemouth communities in relation to the current provision of health and social care services and how these services can be improved. GP practices will work alongside the Locality Manager to undertake this work on a themed topic basis.
- Digital Health Institute work in relation to the Living Lab 3 Care in Place is progressing well. Testing of the Personal Data Store with 10 Unpaid Carers with a view to increasing sample to 100 Unpaid carers in 2024.
- Both Forres and Lossiemouth areas intend to make a case for a scheduled M-Connect service within their respective areas as part of the next expansion of this service.
- All mitigating actions in relation to the closure of the Burghead and Hopeman branch surgeries have been implemented except the introduction of a mobile clinic. Priority has instead been put on the development of an enhanced community nursing team to support the most vulnerable people within their own homes.
- The Forres and Lossiemouth Locality Plan will be updated for the period 2024/25 with completed actions archived and new actions added as appropriate. This plan will be submitted to the MIJB as part of the next Locality Plan Update report due to be submitted to the IJB on

4.10 Elgin

- The Locality Oversight Group has met once and a further meeting is currently being planned, the vision for it to be well supported with community and practitioner representation. The role of the Multi Disciplinary Team is well established within both Elgin practices and is supported and attended by a range of professionals. Progress will include a review with the aim of further strengthening this function. There is currently an MDT survey being adapted to capture feedback on how the role of MDT's within the Elgin locality are working and what can be further improved on.
- A huge amount of work has been undertaken to develop current and longitudinal local data thus enabling an evidence based approach to determine locality priorities. The priorities for Elgin will be further developed through the Locality Oversight Group.
- A focused piece of work was carried out between GP practice and Arrows around alcohol related deaths based on population data of the practice in Elgin. The outcome of the work has resulted in pathways being developed to better support flow of people in and out of the Arrows service and linking back to the GP.

4.11 Keith and Speyside

- The Locality Oversight Group is established, and allows for a mix of community and practitioner representation dependant on particular actions and pieces of work being undertaken.
- The role of the Multi-Disciplinary Team continues to work well across our 4 practices and 2 Community Hospitals in the Keith and Speyside locality and is well supported, with the ability and flexibility to call on a range of other professionals as required around specific matters. To build on our multi-disciplinary approach we are exploring opportunities for joint training amongst the various practitioner groups, which includes an upcoming session with our Care at Home colleagues to encourage information and knowledge sharing and collaboration opportunities for the benefit of patients and service users.
- We continue to utilise available data to enable an evidence based approach to determine locality priorities, ensuring that a holistic approach is also taken into consideration; Working with and utilising feedback and data from other professionals and groups internally and externally.
- Following on from our first 'Let's talk Health, Communities and Wellbeing' in Keith last year, we have subsequently run an event in the Keith secondary school for pupils to support prevention and awareness through intergenerational opportunities in the Locality. We had hoped to host an event in Speyside this year which has now been postponed until 2024.

- The Fleming Hospital is currently being utilised as a Community Health Services hub and is offering a multitude of services to support the local communities closer to home including retinal screening, repertory clinics, podiatry, child immunisations, baby support classes and vaccinations to name but a few. As part of HSCM efficiency savings we are also looking at what staff training can be delivered at Fleming and that would prevent staff travelling to Aberdeen, with a couple of manual handling courses having been delivered in October successfully.

4.12 Buckie, Cullen and Fochabers

- Health and Social Care intelligence has been collated and evaluated, alongside locality profiles, existing plans i.e. Children Services Plan, Moray LOIP and Buckie Locality Plan 2019 - 29, which have identified cross-over themes and trends that have helped set potential priorities. The Locality Manager recognises that there has already been sufficient community engagement carried out and that any further engagement would unlikely result in new information at this time. In addition to this local engagement has recently been undertaken at the Winter Vaccination Clinics, which includes a self-complete health check accompanied by a signposting and service information sheet. The engagement addresses where and how the community access health and wellbeing information, what community services and groups are accessed and what services are missing. Preliminary results are positive with 82% of people who completed the self-check stating that they were more aware of services that support their Health and Wellbeing than before.
- As part of a Moray Wide collaboration, Teams in Buckie are fully represented at a daily system oversight multi-disciplinary team meeting which endeavours to ensure equitable, safe and qualitative distribution of available health and social care resources which supports Home First Principles.
- A locality oversight group is in the process of being established, however, the ambition is to keep this less structured and reduce the need for physical meetings. The Locality Manager sees their role as one who integrates into existing groups and will collect feedback as the locality plans are developed.
- A range of Health and Wellbeing initiatives are being delivered to support communities closer to home, which include:
 - Health Walks are supported within the community.
 - A healthpoint outreach service is available throughout the community. NHS Grampian healthpoint works proactively to tackle health issues relating to self-care offering free information and advice on a number of health concerns for professionals and members of the general public.
 - Working collaboratively with Moray Food Plus; Foodskills and Nourish sessions have been established within the Buckie ASG.
 - Implementation of the Social Prescribing model is in progress.

- A first draft of the Buckie, Cullen and Fochabers Locality Plan has been compiled and will be further informed once the community engagement at the Winter Vaccination Clinics has been completed and evaluated.

Performance and Evaluation

- 4.13 Both Moray Council and NHS Grampian Performance and Evaluation teams are active and valuable stakeholders in the development of the locality planning process. This has ensured they are kept up to date and available to provide guidance as the process progresses. They will remain involved to help ensure actions are appropriately monitored and any impact can be sufficiently evidenced.
- 4.14 Locality Planning Groups will be accountable to the MIJB, providing regular updates on the locality action plan implementation and performance.

5. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Plan “Moray Partners in Care 2022 – 2032”

The aims of Locality Planning in Moray is to contribute to the delivery of the MIJB Strategic Plan as well as the NHS Grampian Plan for the Future and Moray Council Corporate Plan.

(b) Policy and Legal

None directly associated with this report.

(c) Financial implications

At present there are no direct financial implications to locality planning. It is hoped that opportunities to combine resources and work more effectively will lead to greater efficiencies. Deliberation will need to be given to how services are commissioned at a locality level and its impact on acquisition of services.

(d) Risk Implications and Mitigation

There are no specific risk implications to this report.

(e) Staffing Implications

There are no specific staffing implications to this report.

(f) Property

There are no property implications to this report.

(g) Equalities/Socio Economic Impact

There are no changes to policy as a result of this report.

(h) Climate Change and Biodiversity Impacts

There are no changes to policy as a result of this report.

(i) Directions

None directly arising from this report.

(j) Consultations

Lesley Attridge, Locality Manager (Elgin), Health and Social Care Moray
Cheryl St Hilaire, Locality Manager (Keith & Speyside), Health and Social Care Moray

Laura Sutherland, Locality Manager (Buckie & Fochabers), Health and Social Care Moray

Simon Bokor-Ingram, Chief Officer, Health and Social Care Moray

Sean Coady, Head of Service, Health and Social Care Moray

Tracy Stephen, Chief Social Work Officer

Fiona Robertson, Chief Nurse, Health and Social Care Moray

Audrey Steele-Chalmers, AHP Professional/Sector Lead, Health and Social Care Moray

Robert Lockhart, Primary Care Clinical Lead, Health and Social Care Moray

Malcolm Simmons, Primary Care Clinical Lead, Health and Social Care Moray

Bob Sivewright, Finance Manager, NHS Grampian

Deborah O'Shea, Interim Chief Financial Officer, HSCM

6. CONCLUSION

6.1 Locality planning demonstrates how the MIJB's Strategic Plan is being implemented locally, and how localities will respond to local needs and issues.

6.2 A further report will be presented to the MIJB on 29 August 2024.

Author of Report: Iain Macdonald, Locality Manager (Forres & Lossiemouth)

Background Papers: Appendix 1 – Forres and Lossiemouth Locality Plan

Appendix 2 – Elgin Locality Plan

Appendix 3 – Keith and Speyside Locality Plan

Appendix 4 – Buckie Cullen and Fochabers Locality Plan

Ref: