



# Health and Social Care Locality Plan

## Forres and Lossiemouth

Draft 2023 / 24



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## FOREWORD

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I am delighted to present this 2022/2025 Locality Plan. The actions outlined within this plan support the overarching Strategic Plan for Health and Social Care in Moray, which was widely consulted on with many stakeholders, including citizens, patients and service users.

Each of the four local areas (Elgin; Forres and Lossiemouth; Keith and Speyside; and Buckie and Cullen) that make up the Health and Social Care Moray Partnership have developed their own specific Locality Plan with partners, including patients, service users, carers, the third and independent sectors. Within the Forres and Lossiemouth Locality Plan we have included actions and areas for improvement which are also being implemented on a region wide basis, and highlighted those more specific to Forres and Lossiemouth.

Locality Plans will be updated annually to show how the Strategic Plan is being implemented locally.

This Plan captures some of the ways that the Forres and Lossiemouth Locality will work to deliver on the strategic priorities over the next three years. This is far from an exhaustive list, but represents some of the most significant pieces of work being taken forward across Forres and Lossiemouth Locality during the lifetime of the Strategic Plan. There is a particular emphasis on equality of access and service provision, community engagement, partnership working and also in using information and data to support improvement.

The Health and Care Partnership believe that the region's people can flourish, with access to health and social care support when they need it, so it is crucial to ensure that the services delivered reflect the needs of individuals.

Forres and Lossie Locality is committed to planning and designing services in partnership with local people, working in partnership with residents, staff, independent contractors and also our key partners across primary care, secondary care, health and social care, care homes, housing and the third sector providers.

I look forward to seeing the delivery of the plan which will support the the provision of high quality health and social care services for the people of Forres and Lossiemouth locality.



Simon Boker Ingram  
Chief Officer, Health and Social Care Moray

## INTRODUCTION

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### 1.1. What is a locality?

A locality is described as a small area within the Integration Authority. They are not defined by hard borders but instead represent natural communities. Localities are expressed by geography, the people that live and work in the area, the characteristics of the population and to some extent by existing services such as the location of community hospitals, health centres and social work offices.



Moray has four localities and is supported by four Locality Managers:

Elgin, Lesley Attridge

Forres and Lossiemouth, Iain Macdonald

Speyside and Keith, Cheryl St Hilaire

Buckie, Cullen and Fochabers, Laura Sutherland

### 1.2 What is Locality Planning

Locality planning empowers residents and those working in a locality to play an active role in identifying the priorities for health and social care in each of those localities and to shape the delivery of services for the future. It shows how the strategic objectives of Health and Social Care Moray (HSCM) will be delivered at a community level, acknowledging the unique wants and needs of those in each locality.

### 1.3 Who is the Locality Plan for?

This plan is for people living in the Forres and Lossiemouth area of Moray who currently have access to health and social care services and also for those who may require care and support in the future. Furthermore, it is aimed at people who are well and want to maintain or improved their health and wellbeing.

### 1.4 What is included in the Locality Plan?

A locality plan explains how health and social care services will be delivered across each locality based on the wants and needs of those living and working in it. It identifies how the strategic objectives of HSCM, as well as the 9 Health and Wellbeing indicators as established by Scottish Government, will be met. Locality Plans identify local priorities and describe how these will be met through an action plan.

## 1.5 The benefits of locality planning

- Each locality has the opportunity to play an active role in service design and improvement.
- The process will increase awareness of current services and celebrate successful partnership working.
- Identify and ensure that the needs of the locality are being addressed by those who know it best.
- Creates a culture where these developing relationships can lead to real change and encourages multi-disciplinary team working.

## 1.6 The wider picture

This plan will be one of a number plans for Health and Social Care Moray and will align with our wider strategic priorities as well as the nine national health and wellbeing outcomes.

The strategic plan sets out our high level priorities which provides direction for the Partnership. The commissioning strategy ensures funding is aligned to the projects that are linked to the strategic priorities. Locality planning will in turn help inform future commissioning priorities.

The national health and wellbeing outcomes provide a strategic framework for the planning and delivery of health and social care services. The suite of nine national health and wellbeing outcomes focus on improving the experience and quality of services for people using integrated health and social care services, carers and their families. These outcomes focus on improving how services are provided, as well as, the difference that integrated health and social care services should make, for individuals.

### Health and Social Care Moray Themes

#### Theme 1 : Building Resistance

Taking greater responsibility for our health and wellbeing.

#### Theme 2 : Home First

Being supported at home or in a homely setting as far as possible.

#### Theme 3 : Partners in Care

Making choices and taking control over decisions affecting our care and support



## 1.7 What are we hoping to achieve?

The plan is centred on the Moray Health and Social Care Vision:

“We come together as equal and valued partners in care to achieve the best health and wellbeing possible for everyone in Moray throughout their lives.”

We want to see a transformed, sustainable health and care system that managed demand for services in order to safeguard the continued delivery of high-quality care, support and treatment services for those in most need and to get the best value from our limited resource.

Key to this is the strengthening of our partnerships. By working more closely we can make the most of the assets and talents of the people, communities and organisations in Moray. We will encourage one another to consider what we can do for ourselves, what we will need support to achieve and the areas of health and wellbeing for which we will depend on service.

Success will see everyone in Moray building resilience individually and collectively to prevent poor outcomes, enable independence and for positive live experiences to prevail.



## 1.8 What are the main challenges?

Locality planning is not just about redesigning health and social care services, it is about changing the perception on the delivery of health and social care and promoting ownership within communities. This change in culture and thinking is unlikely to happen over-night and instead will be an iterative process. Ensuring that people are engaged with from the start of the process is key to success.

In addition, the health and social care landscape has changed significantly over the last 3 years. In some instances the COVID-19 pandemic has had a negative effect on the public's perception of service delivery. Rebuilding these relationships and growing a more resilient delivery will be paramount to the success of health and social care in Moray.

Finally, unpacking existing practice and processes across HSCM will take time. Historic team structures and models of delivery will need to be evaluated to see how they will operate at a locality level – ensuring they does not become cumbersome and overly bureaucratic at the expense of service delivery.

## 1.9 Locality Planning in Forres and Lossiemouth

In order to develop the locality plan an Oversight Group has been established to cover the Forres area and a separate group to cover the Lossiemouth area. Reporting to the Moray Health and Wellbeing Partnership the remit of the Oversight Group is to:

- Promote the values and priorities of the strategic plan for HSCM.
- To share locality health and social care performance and demographic data to help determine locality priorities.
- Support and empower the community members, and health and social care professionals within the locality to identify and deliver their priorities.
- To create, review and monitor the locality plan.

The Oversight Group includes a core membership, however can be supplemented by other members, groups and representatives. As such, membership should be considered fluid allowing for it to adapt to the specific needs of a locality.

Title and Organisation	
Locality Manager, HSCM	Community Council Members
GP, GP Practices	Development Trust Memebers
Practice Manager, GP Practice	Community Organisation Members
Social Work	Community Nursing, NHSG
Occupational Therapists, Moray Council	Community Support Unit
Occupational Therapists, NHSG	Children's Services Locality Representatives
Physiotherapy, NHSG	Mental Health Services
Care at Home, Moray Council	Leancoil Trust Representative
Lossie 2 to 3 Group Representative	

## **1.10 The relationship with other locality initiatives**

HSCM Locality Plans do not operate in isolation and should be considered alongside the various other locality initiatives in Moray, particularly Children and Young Families locality planning and the Local Outcome Improvement Plans (LOIP). Effort has been put in to ensure there is no duplication of effort, and HSCM is working closely with partners to combine resources and share thinking where possible.

## **1.11 What people in Moray are telling us?**

Engagement and participation with those who live and work in Moray is essential to developing a good understanding of health and wellbeing priorities in the locality and what challenges and opportunities there are. Whilst engagement has been carried out on specific health and social care issues in Moray, thinking about how people living and working in each of the localities are purposefully able to participate and work to develop local plans, is at an early stage. This plan reflects the need to dedicate more time and resources and ongoing meaningful engagement with all of the communities within Moray, building on the good work done so far.



## ABOUT THE LOCALITY

This section highlights key information about the Forres and Lossiemouth Locality taken from the Locality Profile which was developed as an information resource for the development of the locality plans. The full profiles are available on the HSCM website.

### 2.1 Geography

The Forres and Lossiemouth locality ranges from Lossiemouth to Brodie to Dava and includes the larger settlements of Forres, Lossiemouth, Hopeman, Burghead, Kinloss and Findhorn as well as smaller settlements including Dallas, Duffus, Dyke Logie and Rafford.

Many of the areas retain a village feel about them and a strong sense of identity. The area is home to two armed forces bases – RAF Lossiemouth and Kinloss Barracks. The area shares much of the Moray Coast and has a historic fishing heritage. Findhorn is also home to the renowned Findhorn Foundation - a spiritual community and ecovillage. Inland the area has a strong whisky heritage with many areas supporting the supply chain through its farming sector.

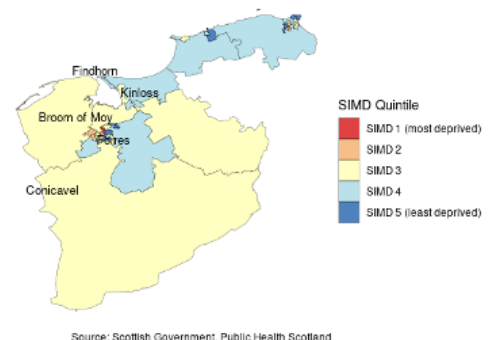
The locality also shares its borders with Highland Council and NHS Highland.

### 2.2 Population

The Forres and Lossiemouth locality has a population of 30,033 (as at the latest 2020 census) making it the second largest of the four localities in Moray. It has a roughly equal gender ratio of male to female at 1:0.96 with the average life expectancy of males being 79.8 years and females 83.1 years. It has the second lowest percentage of population under 65 at 22%, most likely as a result of the younger armed forces population, however the locality is seeing growth in those over the age of 65.

Of the population in the Forres and Lossiemouth locality, 1.8% live in the most deprived Scottish Index of Multiple Deprivation (SIMD) Quintile and 20% live in the least deprived SIMD Quintile. The SIMD ranks all datazones in Scotland by several factors, including; Access, Crime, Education, Employment, Health, Housing and Income.

The following map shows the datazones within the Forres and Lossiemouth locality coloured by SIMD quintiles.



### 2.3 Health and Social Care Assets

The Health and Social Care Partnership Resources in the Forres and Lossiemouth Locality

Service Type	Service	Number
Primary Care	GP Practice	3
A&E	Emergency Department	0
	Minor Injury Units	0
Residential Care Homes	Care Homes	2
	Sheltered / Very Sheltered Housing	3

The locality is also in close proximity to Dr Grays Hospital, the only medical hospital in Moray.

### 2.4 Health and Social Care Challenges

The Forres and Lossiemouth communities are quite diverse. There are strengths and challenges that are reflected across the whole locality and there are also examples of health inequalities that relate only to a small part of the whole locality.

The locality has higher than average life expectancy rates in comparison to the Moray or National average, and lower than average percentage of the population with a long term health condition. Of the long term life conditions people do have the five most common in order of prevalence are: Asthma, Arthritis, Cancer, Coronary Heart Disease and Diabetes. All are below the Moray average, however Diabetes rates per 100,000 are above the national average.

The locality records lower than average Unscheduled Care Emergency Admission and Unscheduled Care Bed days than the Moray or National average. The locality also records lower numbers of preventable hospital admissions than the Moray or National average.

The locality records lower than average Mental Health Emergency Admissions than the Moray or National average, however has a higher than average use of unscheduled bed days (particularly for the 18 to 44yr old category), and also records higher readmissions than the Moray average.

The locality reports a higher number of alcohol related hospital admissions than the Moray average.

Overall people reporting falls are lower than the Moray average however following a period of a decreasing trend there was a sharp increase in number of fall reported within the locality during 2021/22.

Delayed Discharges from hospital tend to be lower than other Moray localities and there tends to be less instances of people waiting for an allocation of homecare. However the numbers of people waiting for a social care assessment, or review, are higher than other localities.

A great deal of data is available which provides the ability to drill down into specific communities within the locality. Providing the opportunity to either take a locality wide approach or a community specific approach to address health and social care inequalities.

## **2.5 What are the people living and working in Forres and Lossiemouth telling us?**

The people of Forres and Lossiemouth are very proud of their communities. There are many assets that promote healthy living in terms of facilities, community groups, beaches, parks and forests.

Through engagement activities, surveys and public events the community have noted the points below as priorities to improve the health and wellbeing of their local population:

- Improve access to GPs/appropriate health professionals, reduce the time spent on the telephone trying to make appointments, make support available to help people utilise online options such as e-consult.
- Increase support for children and adults mental health, promote where possible alternatives to medication to manage mental health, and to reduce the stigma that still exists around mental health. Parents are also requesting help in regards to how best to support a child's mental health.
- More help, advice and guidance to self-manage health conditions.
- People acknowledge the importance of a healthy lifestyle but indicate that they struggle to live a healthy lifestyle; in particular in relation to diet, alcohol, smoking, exercise, and sleep.
- Increased support needed to access digital technology.
- Increased support for unpaid carers, and an increase in the numbers of paid carers.
- An improved public transport network, particularly between the coastal villages and Lossiemouth. Localised services where possible, the requirement to travel to DGH & ARI for some treatments is also noted as expensive and time consuming. Transport to access public spaces could also be improved.

- Increase the opportunities to reduce social isolation, and increase access to community facilities.
- Increase options for sheltered housing within the Lossiemouth community.
- Greater access and promotion of sport & leisure facilities, wellbeing activities, outdoor gyms, community gardens, and men's shed type opportunities.
- Increase access to financial advice.
- Increase opportunities for the elderly: such as befriending programmes, buddying, neighbourhood schemes, social opportunities, and intergenerational work.
- Development and promotion of active travel and cycle paths.

## PEOPLE AND FINANCES

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### 3.1 People

Health and social care teams operate across Moray and the principles for of the teams are:

- To be multi-disciplined.
- Meeting the needs of “people” must be at the core of everything they do.
- Professionals acknowledge the skills and expertise of others within the team.

The oversight group for Forres and Lossiemouth will work with the local health and social care teams, organisations and communities to review the best use of available resources and how this can be managed to support the ongoing work to deliver the strategic priorities within the Formartine area.

Health and Social Care Moray continue to hold discussions with key partners and stakeholders across health and social care developing our workforce plans across our integrated teams. Evidence shows that staff who are valued, treated well and supported to give their best will deliver better outcomes for people. We commit to value our workforce and develop the changes that need to be made to ensure a high quality of service is provided. This will ensure a healthy organisational culture from a capable workforce who are then able to deliver integrated services, supported through effective leadership and management.

### 3.2 Finance

The 2022/23 budget for Health and Social Care Moray is £172m. The split of this budget can be seen below. Whilst some of the budget can be split to a locality level, many of them are still running Moray wide and it is expected these split out across the localities as progress is made in the coming years.

<b>Health and Social Care Moray - Revised Budget as at 30 September 2022</b>	
	£000
<b>Locality Based Services</b>	
Buckie, Cullen and Fochabers	4,327
Keith and Speyside	3,701
Forres and Lossiemouth	1,738
Elgin	927
<b>Area Based Services</b>	
West	12,599
East	7,346
<b>Moray Wide Services</b>	
Community Services	2,939
Access Team	620
Learning Disabilities	8,817
Mental Health	9,347
Addictions	1,138
Adult Protection and Health Improvement	159
Care Services provided in-house	18,301
Intermediate Care & OT	1,632
Care Services Provided by External Contractors	9,233
Other Community Services	6,157
Admin & Management	1,107
Other Operational Services	645
Primary Care Subscribing	17,178
Primary Care Moray	18,043
Hosted Services	4,686
Out of Area Placements	669
Improvement Grants	940
Other non-recurring Strategic Funds in Ledger	761
Other resources not incl. in the ledger under core and strategic	26,691
Set Aside Budget	12,620
<b>Budget Total</b>	<b>172,324</b>



## WHAT DO WE NEED TO DO?

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### 4.1 Our Local Priorities

In accordance with the nine health and wellbeing outcomes set by the Scottish Government, our Health and Social Care Moray strategic themes and the various community and staff consultation and engagement events, we have identified the following key priorities for 2023 to 2025.



- To improve the mental health and wellbeing of the local population.
- To reduce the health impact of drugs and alcohol use within the local population.
- To develop and promote prevention and self-care approaches within the locality.
- To improve multi-disciplinary team working.
- To increase access to minor injury assessment and treatment.
- To develop models of engaging with the community and ensuring the communities voice is visible within locality planning and strategic planning processes.
- Improve timescales for the completion of social care assessments and reviews.
- Improve transport provision between Lossiemouth and coastal villages.
- Support access to appropriate health and social care services.

## ACTION PLAN

Local Priority 1					
Mental health and wellbeing.					
Action	Timeline	Lead	Desired Outcome	KPI	Progress %
Seek more detailed information on causes of death rate 18 - 44yr olds	Oct - 22		Increase in access to preventive mental health services		
Review bed occupancy days due to mental health and reasons for this	Oct - 22				
Facilitate a focused session with key locality stakeholders to determine additional preventive approach's to support positive mental health and wellbeing	Dec - 22				

Local Priority 2					
Reduce the health impact of Drug and Alcohol use within the local population					
Action	Timeline	Lead	Desired Outcome	KPI	Progress %
Gather further information in relation to drug and alcohol related hospital admissions for Forres population	Dec - 22		Reduction in the number of hospital admissions as a result of drug or alcohol use		
Review current services available locally and Grampian wide	Dec- 22				
Share updated information and services available with GPs and Health and Social care Professionals	Mar - 23				

### Local Priority 3

Further develop and promote prevention and self care approaches within the locality.

Action	Timeline	Lead	Desired Outcome	KPI	Progress %
Falls - Review, refresh and promote frailty information	Dec - 22		Reduction in the number of falls, particularly in those requiring hospital admission		
Falls - Review the role of the FNCT to encompass a falls response	Dec - 22				
Social Prescribing - Complete current test of change taking place within Forres and scale up to include Lossiemouth	Jun - 23				
Social Prescribing - Complete current test of change taking place within Forres and scale up to include Lossiemouth	Sept -22		Increase in the number of individuals who are redirected towards a non clinical based service/intervention		
Social Prescribing - Develop a model encompassing a range of services available within Forres and Lossiemouth	Mar - 23				
Identify gaps within current range of services available within Forres and Lossiemouth	Jun -23				
Review preventative approaches to address the 5 most prevalent long term conditions: asthma, COPD, diabetes, heart disease, & cancer	Mar - 24			Reduction in the requirement for hospital based admissions	

Consider preventative approaches to address the impact of alcohol consumption and resultant hospital admissions	Jun - 23		Reduction in the requirement for hospital based admissions		
Ensure an individuals finance is considered in all preventive conversations through the use of MEOC tool	Mar - 23		Increase citizens awareness of financial supports		

#### Local Priority 4

Improve Multi Disciplinary Team working

Action	Timeline	Lead	Desired Outcome	KPI	Progress %
Document current models of provision within Forres and Lossiemouth	Dec - 22		Improvement in MDT working within Forres and Lossiemouth areas		
Evaluate 'How Good Is Our MDT Working' within Forres and Lossiemouth	Mar - 23				
Discuss and agree any improvements to current models	Jun - 23				

#### Local Priority 5

Increasing access to minor injuries assessment and treatment.

Action	Timeline	Lead	Desired Outcome	KPI	Progress %
Promote discussion at a HSCM strategic level regards FHCC potential contribution towards Minor Injury assessment and treatment	Dec - 22		Improve access to Minor Injury provision.		
Consider the reintroduction of Minor Injury provision within FHCC	Mar - 23				

**Local Priority 6**

Establish models of engaging with the community and ensuring the communities voice is visible within locally planning and strategic planning processes

<b>Action</b>	<b>Timeline</b>	<b>Lead</b>	<b>Desired Outcome</b>	<b>KPI</b>	<b>Progress %</b>
Update contact information for Forres and Lossiemouth Locality and promote	Oct- 22		Increase community representation within locality and Moray wide HSCM planning processes		
Arrange a contact point at FHCC and MCMP where information can be shared and the views of the community gathered	Dec - 22				
Review public Information messaging within the locality.	Mar- 23				
Plan a community engagement event for Forres which promotes positive messaging, gathers views of public and other stakeholders, and contributes towards locality planning and HSCM Strategic Plan	Jun -23				
Review the role of the Third Sector and Community Groups in the Forres Locality Planning model	Jun - 23				

**Local Priority 7**

Improve timescales for the completion of social care assessments and reviews.

<b>Action</b>	<b>Timeline</b>	<b>Lead</b>	<b>Desired Outcome</b>	<b>KPI</b>	<b>Progress %</b>
Explore Forres and Lossiemouth locality options to support social care staff in completion of assessments	Mar - 23		Improve time for completion of social care assessments and reviews.		

**Local Priority 8**

Improve transport provision between Lossiemouth and coastal villages.

Action	Timeline	Lead	Desired Outcome	KPI	Progress %
Gather data to evidence or otherwise the need for an enhanced transport provision	Dec- 22		Increase community representation within locality and Moray wide HSCM planning processes		
Facilitate further discussions with key transport providers and local community	Dec - 22				
Support local community based transport initiatives	Mar -23				
Promote active travel	Mar -23				

**Local Priority 9**

Support access to appropriate health and social care services.

Action	Timeline	Lead	Desired Outcome	KPI	Progress %
Review public information regarding contacting local GP, and health and social care professionals.	Dec - 22		Increase in public satisfaction in accessing health and social care appointments		
Promote and inform public in regards to the current models of practice.	Mar - 23				
Support individuals within localities to access health care support through digital technology	Sep - 23				



## HOW WILL WE KNOW WE ARE GETTING THERE?

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### 6.1 Measuring Performance

The targets within the Locality Action Plan will be reviewed by Locality Oversight Group on a bimonthly basis, with a more in depth review against locality performance and demographic data on an annual basis.

Regular reports from the Locality Oversight Group to the HSCM Senior Leadership Team and the Moray Integration Joint Board will help demonstrate what outcome integrating services is having for the people who access the services and support. A performance report will be developed each year as required by legislation.

### 7.1 Reference Documents

- Health and Social Care Moray Strategic Plan 2019 - 2029
- Health and Social Care Standards 2015
- National Health and Wellbeing Outcomes 2017
- Public Health Scotland Strategic Plan 2020 – 2023
- Scottish Public Health Observatory Profile Data for Forres and Lossiemouth Areas
- NHSG Forres and Lossiemouth Locality Profile Data
- NHSG Health and Wellbeing Profiles
- HSCM Daily Performance Data
- HSCM Healthier Lives, Healthier Communities Survey Results
- Lossiemouth Community Development Trust 5 Year Plan



**Health and Social Care Moray are committed to meaningful and sustained engagement with all stakeholders.**

**If you would like to be added to our locality communications group please contact us and we will send you an application form. We will keep you up to date with opportunities to work with us and use your knowledge, skills and live in experience to help achieve positive change.**



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