



REPORT TO: MORAY INTEGRATION JOINT BOARD ON 30 MARCH 2023

SUBJECT: LOCALITY PLANNING UPDATE

BY: IAIN MACDONALD, LOCALITY MANAGER

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) considers and notes the progress made on locality plans since the previous report on 29 September 2022; and**
- ii) requests 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 MIJB intends to improve health and wellbeing. It is anticipated that locality planning will build upon the insights, experiences and resource 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 adopts a ground level 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 locality. These profiles are used to help facilitate service planning decisions 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 29 September 2022 (para 10 of the minute refers) outlining progress in relation to the locality planning process; a template locality plan for the Forres and Lossiemouth Locality was included as Appendix 2 within that report. It was agreed that a draft of all four locality plans would be presented to the MIJB on 30 March 2023.
- 3.6. A short life working group titled the Locality Planning Management Group was set up to drive forward the locality planning process. This group has now disbanded and discussions are now embedded within the Senior Leadership Group agenda discussions.
- 3.7. Locality Managers use a strength and asset based approach to support the development of their respective locality plan. Through trust based relationships at the heart of developing locality networks, each locality plan aims to recognise citizens, health and social care practitioners and communities strengths and assets, creating plans which matter to their community.

4. KEY MATTERS RELEVANT TO RECOMMENDATION

- 4.1. All four localities now have draft plans in place and they 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 further analysis into specific themes/topics.
 - 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 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 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 with the other Health and Social Care Partnerships within Grampian and those further afield, ensuring that we remain outward looking.

4.5. The potential exists 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, but the landscape remains confusing for the public and practitioners with the potential for duplication. Ongoing discussions are taking place between senior managers leading on each model to ensure a joined up approach is taken wherever possible.

Specific Locality Updates

4.6. Forres and Lossiemouth

- The locality oversight group is now well established and has strong community and practitioner representation. The role of the Multi Disciplinary Team is currently being reviewed with the aim of further strengthening this function. A local practitioner Network (virtual) is being finalised to enable sharing of contact information and promoting communication.
- Improvements in data collection continues to enable an evidence based approach to determine locality priorities.
- The Forres and Lossiemouth Locality priorities have been finalised following a period of consultation and discussion. These priorities are outlined in **Appendix 1**.

4.7. Elgin

- The Locality Oversight Group is in the process of being established, with 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.
- 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.

4.8. Keith and Speyside

- The Locality Oversight Group is in the process of being established, and we plan for it to be supported by a mix of community and practitioner representation. The role of the Multi-Disciplinary Team is well established 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. We will continue to review and improve our Multi Disciplinary Teams as required to ensure that they are productive and effective. The Keith and Speyside Professionals Directory has supported Multi Disciplinary Team working and helped ensure the right people are involved in discussions and the correct actions taken.
- A lot of work has been undertaken over the last couple of years to identify what data is available, relevant and needed to enable an evidence based approach to determine locality priorities. The priorities for Keith and Speyside will be further developed through the Oversight Group and aligning with other overarching strategies and plans as appropriate.
- The Keith and Speyside Locality priorities are still in their infancy as outlined in the draft locality plan as of February 2023. Based on the evidence based data we have been able to collate to date via a large event held in Keith in 2022, surveys, and working collaboratively with other services operating across the locality. We will continue to develop the action plan as the Oversight Group develops and further events, consultation and surveys are conducted.

4.9. 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 significant community engagement carried out and that any further engagement would unlikely result in new information at this time within Buckie. However, the aim would be to undertake community engagement within the Cullen and Fochabers localities.

- A locality oversight group is still to be established, however, similar to the Keith and Speyside oversight group the ambition is to keep this less structured and reduce the need for physical meetings. Instead, the Locality Manager sees their role as one who integrates into existing groups and will collect feedback as the locality plans are developed.
- A first draft of the Buckie, Cullen and Fochabers Locality Plan has been compiled and will be updated following further community consultation to identify the key priorities.

Finance

- 4.10. The method of recording and establishing locality budgets is under review. The Acts requires integrated authorities to show the proportion of the total budget spent on each locality. This is likely going to be an iterative process over many generations of plans, and will be closely linked to the delivery of services across the localities with the goal of moving away from historic East West split.

Performance and Evaluation

- 4.11. Both Moray Council and NHS Grampian Performance and Evaluation teams are active and valuable stakeholders of 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.
- 4.12. Locality Planning Groups will be accountable to the Strategic Planning and Commissioning Group (SPCG) 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 “Partners in Care 2022-2032”

The aims of Locality Planning in Moray is to contribute to the delivery of the MIJB strategic aims 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

Carmen Gillies, Interim Strategy & Planning Lead, Health and Social Care Moray

Fiona Robertson, Chief Nurse, Health and Social Care Moray

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

Robert Lockhart, Clinical Lead, Health and Social Care Moray

Bob Sivewright, Finance Manager, NHS Grampian

Deborah O'Shea, Interim Chief Financial Officer, HSCM

Tracey Sutherland, Committee Services Officer, Moray Council

6. CONCLUSION

6.1. Locality planning will show how the Moray Integration Joint Board'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 28 September 2023.

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: