AGENDA ITEM NO: 9

Report To:	**Inverclyde Integration Joint Board**	**Date: 24 June 2019**
Report By:	**Louise Long, Corporate Director (Chief Officer) Inverclyde Health & Social Care Partnership**	**Report No: IJB/42/2019/HW**
Contact Officer	**Helen Watson Head of Strategy & Support Services**	**Contact No: 01475 715285**
Subject:	**LOCALITY PLANNING GROUPS (LPGs)**	

1.0 PURPOSE

1.1 The purpose of this report is to provide an outline proposal for the establishment and development of the HSCP Locality Planning Groups (LPGs) in line with legislation and Scottish Government statutory guidance, and how LPGs will align with and support Inverclyde Alliance requirements for locality planning with a focus on inequalities.

2.0 SUMMARY

2.1 The Public Bodies (Joint Working) (Scotland) Act 2014 specified that Health and Social Care Partnerships (HSCPs) set up two or more localities. Localities should be established to enable service planning at a local level within natural communities.

2.2 The importance of localities in improving health, and in particular meeting increasing demand and addressing the widening gap in health inequalities is emphasised in the Marmot Review (February 2010). The Review proposed an evidence-based strategy to address the social detriments of health, the conditions in which people are born, grow, live and age, and which can lead to health inequalities.

2.3 The Christie Commission Report (June 2011) states that "…effective services must be designed with and for people and communities – not delivered 'top down' for administrative purposes". The Community Empowerment (Scotland) Act 2015 places a legal duty on community planning partners to demonstrate that they are making a significant difference to the lives of their residents through the planning and delivery of local outcomes priorities and the involvement of community bodies at all stages of community planning. From these observations it becomes clear that there is a degree of synergy between the requirements of both pieces of legislation.

2.4 Localities should be established to enable service planning at a local level. They do not have to be defined by a hard line on a map but rather represent natural communities and delivery of local services. This means each area operates differently and we need to recognise this. Inverclyde HSCP and Inverclyde Alliance are committed to working better together because we know that is what makes a real difference. The HSCP Strategic Plan 2019-2024 states that during the early implementation phase, the current three localities (East, West and Central) will move to six localities to align with the Community Planning Partnership. To support this, we are moving towards establishing six Locality Planning Groups (LPGs). The proposed map outlining the six Locality Planning Groups (LPGs) is attached at Appendix 1.

2.5 To achieve this within Inverclyde, we are committed to what is termed “tooling up” our locality planning and operating arrangements so that services are “Locally Planned, Locally Owned and Locally Delivered”. This “tooling up” requires localities to develop capacity and capability to develop their Locality Action Plan driving forward transformational change, and will initially be supported by holding a Development Day for members of each LPG.

2.6 It is further proposed that LPGs will establish a Communications and Engagement Group to develop local Communications and Engagement Plans ensuring robust, comprehensive involvement, engagement and where necessary formal consultation plans are in place for each locality. The HSCP will be revising its Communications and Engagement Strategy to ensure consistency against agreed standards in line with legislation, statutory guidance and best practice.

2.7 To support the establishment and development of LPGs, and ensure locality communications and engagement processes are in place, Inverclyde HSCP has secured a senior manager on a one year secondment from Argyll and Bute HSCP through Service Level Agreement (SLA) until 31 March 2020.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Integration Joint Board (IJB):

a. Approves the proposal for establishing and developing the six Locality Planning Groups (LPGs), and line of accountability and governance between Strategic Planning Group and LPGs.

b. Agrees that LPGs will produce Locality Action Plans outlining how they will deliver the Strategic Plan 2019 – 2024 and Big 6 Actions in their localities, driving forward transformational change, and provide regular updates as part of the performance management framework.

c. Agrees to the proposed LPG development sessions to facilitate “tooling up” our locality planning and operating arrangements so that LPGs can “Plan, Own and Deliver” services at local level.

d. Remits it to the HSCP Localities and Engagement Officer to draft a revised Communications and Engagement Strategy which will underpin all communications and engagement activities for Inverclyde HSCP and ensure a consistent agreed standard is established in line with legislation, statutory guidance and best practice. The revised Strategy will be presented to the Integration Joint Board (IJB) in September for approval.

Louise Long
Chief Officer

4.0 BACKGROUND

4.1 The Public Bodies (Joint Working) (Scotland) Act 2014 specified that Health and Social Care Partnerships (HSCPs) set up two or more localities. Localities should be established to enable service planning at a local level within natural communities.

4.2 The importance of localities in improving health, and in particular meeting increasing demand and addressing the widening gap in health inequalities is emphasised in the Marmot Review. The Review proposed an evidence based strategy to address the social detriments of health, the conditions in which people are born, grow, live and age, and which can lead to health inequalities.

4.3 The Christie Commission Report states that "…effective services must be designed with and for people and communities – not delivered 'top down' for administrative purposes. The Community Empowerment (Scotland) Act 2015 places a legal duty on community planning partners to demonstrate that they are making a significant difference to the lives of their residents through the planning and delivery of local outcomes priorities and the involvement of community bodies at all stages of community planning.

4.4 The Community Empowerment Act (Scotland) 2015 further places a statutory requirement on the Inverclyde Alliance to develop locality plans with communities that experience the greatest inequalities.

4.5 Statutory Guidance suggests localities should be established to enable service planning at a local level. Localities do not have to be defined by a hard line on a map but rather represent natural communities and delivery of local services. This means each area operates differently and we need to recognise this. Inverclyde HSCP and Inverclyde Alliance are committed to working better together because we know that is what makes a real difference. The HSCP Strategic Plan 2019-2024 states that during the early implementation phase, the current three localities (East, West and Central) will move to six localities to align with the Community Planning Partnership. To support this, we are moving towards establishing six Locality Planning Groups (LPGs). The proposed map outlining the six Locality Planning Groups (LPGs) is attached at Appendix 1.

4.6 To achieve this, we are committed to providing the right support to our locality planning and operating arrangements so that services are "Locally Planned, Locally Owned and Locally Delivered". The right support requires localities to develop capacity and capability to develop their Locality Action Plan driving forward transformational change, and will initially be supported by holding a Development Day for members of each LPG.

4.7 This requires localities to establish Locality Planning Groups (LPGs) with the capacity and capability to develop their Locality Action Plans informed from:

- HSCP Strategic Plan 2019 – 2024
- Inverclyde Alliance Local Outcomes Improvement Plan (LOIP)
- National Health and Wellbeing Outcomes / Public Health Priorities
- Strategic Needs Assessment
- Locality Profile Intelligence including Locality Inequalities Plans
- Service User / care pathways and experience informing and shaping service provision and delivery
- Financial resource use
- Financial planning
- Locality Service Profiles:
    - Statutory
    - Independent
    - Voluntary
- Workforce Planning

    - Skills, Roles, Capacity, Turnover and Development
- Continuous Quality Improvement
- Socio-Economic Profile
- Other Relevant Strategies (e.g. Learning Disabilities Strategy, Mental Health Strategy)

4.8 In Scotland, policy has directed an assets-based approach which will harness the collective resources individuals and communities have at their disposal that protect against negative health outcomes, promote positive health and wellbeing, and reduce inequalities. This approach supports the shift from correcting deficits and illness to promoting individual and community wellbeing, and reducing inequalities and poverty. Locality Planning Groups (LPGs) will therefore need to have these objectives at the forefront of their plans.

4.9 Scottish Government localities guidance, backed by legislation, states that there must be direct involvement and leadership of:

- Health and social care professionals who are involved in the care of people who use services
- Representatives of the housing sector
- Representatives of the third and independent sector
- Carers' and service user representatives
- People managing services in the area

When developing Locality Planning Groups (LPGs) in Inverclyde, membership will need to take cognisance of the requirements around the Alliance key priorities ensuring appropriate representation and involvement in partnership with other key stakeholders.

4.10 It is anticipated that health and care professionals along with other key partners will create values, outcomes, a shared purpose, and clear vision for localities by working in partnership to find solutions to challenges of implementation of local plans leading to better outcomes for individuals, families and communities. This needs to be achieved through collaborative leadership, building trusting relationships across statutory, independent / third sector / voluntary organisations and local communities. A marker for collaborative leadership will be the joint chairing (co-chair model) of Locality Planning Groups (LPGs) with a community representative being one of the co-chairs.

4.11 Locality Planning Groups (LPGs) will be accountable to the Strategic Planning Group (SPG) providing regular updates on Locality Action Plan implementation and performance. The Strategic Planning Group (SPG) will report to Inverclyde Integration Joint Board (IJB) and Inverclyde Alliance through their respective reporting and performance monitoring processes.

5.0 PROGRESS TO DATE

5.1 To support the establishment and development of Locality Planning Groups (LPGs) and ensure locality based communications and engagement processes are in place, Inverclyde HSCP has secured a senior manager on a one year secondment from Argyll and Bute HSCP through Service Level Agreement (SLA) until 31 March 2020.

5.2 The HSCP Localities and Engagement Officer has been working with Inverclyde Council Community Learning and Development team and Inverclyde Alliance policy officers to develop the proposed structure for Locality Planning Groups (LPGs). These discussions will continue as we move forward with establishing the Locality Planning Groups (LPGs), developing capacity and capability, developing initial Locality Action Plans and establishing locality based Communications and Engagement Groups.

5.3 Appendix 2 outlines the proposed timescale for establishing and developing the six

Locality Planning Groups (LPGs).

5.4 The HSCP Strategic Planning Group (SPG) approved the outline proposal for the establishment and development of the six Locality Planning Groups (LPGs) at its meeting on 30 May 2019.

6.0 NEXT STEPS

6.1 The agreed six Locality Planning Groups (LPGs) will be established in July / August and to begin building capacity and capability within localities we will by running a one day Development Session in each area. Following the development session, Locality Planning Groups (LPGs) will be responsible for developing their Locality Action Plans based on the following:

- HSCP Strategic Plan 2019 – 2024
- Local Outcome Improvement Plan priority areas
- Locality Inequalities Plans (Alliance)
- National Health and Wellbeing outcomes
- Financial and service sustainability and transformation
- Begin to identify how locality profiles / services must change to ensure strategic objectives are met and priority outcomes are achieved

6.2 To ensure Locality Action Plans are progressing transformational change in line with the key priority areas, performance monitoring processes will be established.

6.3 It is proposed that LPGs will establish a Communications and Engagement Group to develop local Communications and Engagement Plans ensuring robust, comprehensive involvement, engagement and where necessary formal consultation plans are in place for each locality. The HSCP will be revising its Communications and Engagement Strategy to ensure consistency against agreed standards in line with legislation, statutory guidance and best practice.

6.4 Robust communications and engagement plans will be established and developed in each locality to support community and staff engagement in line with legislation, statutory guidance and best practice, and in line with the revised Communications and Engagement Strategy. These plans will need to ensure we use feedback from people who access / use services, wider local communities and staff to inform planning processes.

7.0 IMPLICATIONS

7.1 FINANCE

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
			59,000		

Annually Recurring Costs / (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From	Other Comments
N/A					

LEGAL

7.2 None at present

HUMAN RESOURCES

7.3 No implications at present

EQUALITIES

7.4 Has an Equality Impact Assessment been carried out?

	YES
X	NO – This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

7.4.1 How does this report address our Equality Outcomes?

Equalities Outcome	**Implications**
People, including individuals from the above protected characteristic groups, can access HSCP services.	Locality Action Plans will be developed and implemented in a way that ensures local services are fully accessible
Discrimination faced by people covered by the protected characteristics across HSCP services is reduced if not eliminated.	Equality Impact Assessments (EQIAs) will be required within locality planning and service transformational processes, this is in line with legislation.
People with protected characteristics feel safe within their communities.	Locality Action Plans will be developed and implemented in a way that safeguards everyone in our local communities
People with protected characteristics feel included in the planning and developing of services.	Locality Planning Groups (LPGs) will be required to ensure we work with local communities and specific groups in the development and implementation of Locality Action Plans.
HSCP staff understand the needs of people with different protected characteristic and promote diversity in the work that they do.	Staff have an awareness and understanding of the different needs of individuals within our communities, and respond to individual needs
Opportunities to support Learning Disability service users experiencing gender based violence are maximised.	Staff have an awareness and understanding of specific needs some

	individuals have, and respond to individual needs
Positive attitudes towards the resettled refugee community in Inverclyde are promoted.	Locality Planning Groups (LPGs) will be required to ensure we work with local communities including the refugee community in the development and implementation of Locality Action Plans.

CLINICAL OR CARE GOVERNANCE IMPLICATIONS

7.5 There are no implications at present

NATIONAL WELLBEING OUTCOMES

7.6 How does this report support delivery of the National Wellbeing Outcomes?

National Wellbeing Outcome	Implications
People are able to look after and improve their own health and wellbeing and live in good health for longer.	Locality Action Plans will be developed and implemented in line with National Health and Wellbeing outcomes. Tackling inequalities in the areas experiencing the greatest inequality will be a primary focus.
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	Locality Action Plans will be developed and implemented to support delivery of the HSCP Strategic Plan.
People who use health and social care services have positive experiences of those services, and have their dignity respected.	Locality Action Plans will need to ensure we use feedback from people who access / use services, wider local communities and staff to inform planning processes
Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	Locality Action Plans will be developed and implemented supporting positive outcomes and experiences of those accessing our services
Health and social care services contribute to reducing health inequalities.	Tackling inequalities in the areas experiencing the greatest inequality will be a primary focus for Locality Planning Groups(LPGs), in line with the stated objectives of the IJB and the Alliance Board

People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and wellbeing.	Locality Action Plans will be developed and implemented to ensure carers are supported and their own health and wellbeing are not affected as a result of their caring role
People using health and social care services are safe from harm.	Locality Planning Groups (LPGs) will ensure local services are safe and sustainable
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.	Staff will be supported to ensure continuous service improvement is embedded into their day to day work
Resources are used effectively in the provision of health and social care services.	Locality Planning Groups (LPGs) will have delegated authority to locally plan, own and deliver services, and to do so in a way that ensures all resources are used efficiently and effectively

8.0 DIRECTIONS

8.1

Direction Required to Council, Health Board or Both	Direction to:	
	1. No Direction Required	
	2. Inverclyde Council	
	3. NHS Greater Glasgow & Clyde (GG&C)	
	4. Inverclyde Council and NHS GG&C	X

9.0 CONSULTATION

9.1 The report has been prepared by the Chief Officer of Inverclyde Health and Social Care Partnership (HSCP) after due consideration with relevant senior officers in the HSCP. The proposal for Locality Planning Groups (LPGs) has been informed by feedback from staff, local communities and partners. Locality Action Plans will need to ensure we use feedback from people who access / use services, wider local communities and staff to inform planning and implementation processes.

10.0 BACKGROUND PAPERS

10.1 Public Bodies (Joint Working) (Scotland) Act 2014, Scottish Government

Localities Guidance, Scottish Government, July 2015

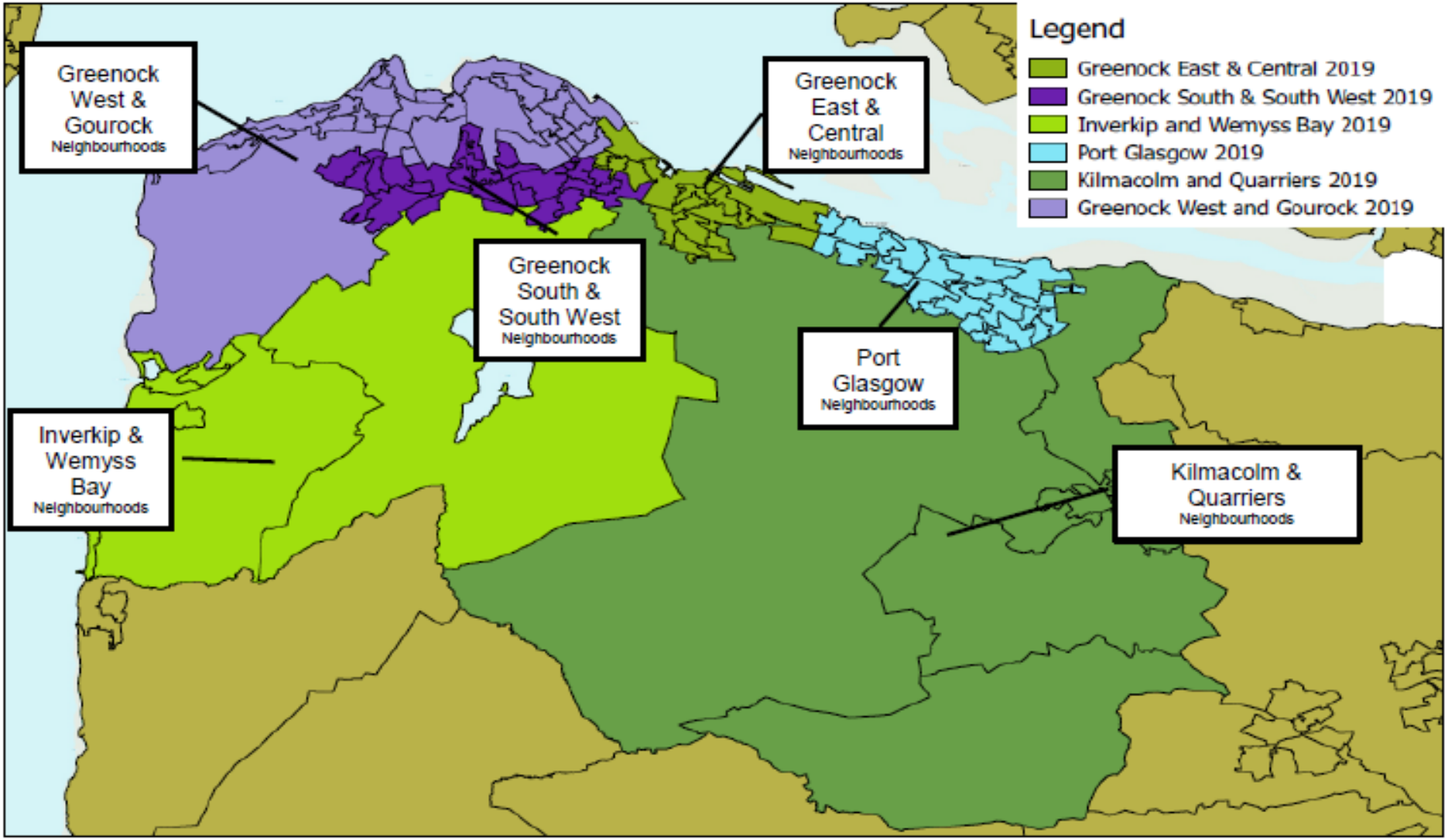
"Fair Society, Healthy Lives", Professor Sir Michael Marmot, February 2010

Report on the Future of Public Services, Dr Campbell Christie, June 2011

Review of Progress with Integration of Health and Social Care - Ministerial Strategic Group for Health and Community Care, Scottish Government and COSLA, February 2019

APPENDIX 1

LOCALITY PLANNING GROUPS (LPGs) PROFILE MAP



APPENDIX 2

LOCALITY PLANNING GROUPS (LPGs) TIMETABLE

Date	**Regular Business**
July / August	Neighbourhood / community event in each LGP, bringing together a range of individuals and groups
August 2019	Establish LPGs, membership and agree Terms of Reference
August 2019	Public health profile, Socio-economics profile, other key documents & Strategies
August / September 2019	LPG development and planning LPG development sessions
September 2019	Draft indicative Local Action Plan Review "tooling up" Other information / resources
October 2019	Review and progress Local Action Plans Support capability and capacity development of LPG
November 2019	Strategic Planning Group (SPG) – sign off Locality Action Plans
November - December 2019	Review and progress Local Action Plans
December 2019	Consider options for succession planning once Localities & Engagement Officer contract ends (March 2020)
January 2020	Review and progress Local Action Plans Draft annual report to Strategic Planning Group
February 2020	Review and progress Local Action Plans Annual report to Strategic Planning Group (SPG)
March 2020	Review and progress Local Action Plans – actions / improvements for 2020 onwards