



A&B | Transforming
HSCP | Together

Argyll & Bute Health & Social Care Partnership

**Locality Planning Group
Option Appraisal**

OCTOBER 2018



1. Introduction

The Public Bodies (Joint Working) (Scotland) Act 2014 is the legislative framework which directs the integration of health and social care services in Scotland. It requires Health and Social & Care Partnerships (HSCPs) to establish at least two localities within its area.

A 'nine locality planning group model' has been operational within Argyll and Bute for around two years and is arranged into the following geographical groupings: Bute; Cowal; Helensburgh and Lomond; Islay and Jura; The Isles; Kintyre; Mid Argyll; Mull and Iona; and Oban and Lorn.

Locality planning group (LPG) members were invited to attend a half day Option Appraisal Workshop in October 2018 with a view to evaluating the current model against other models in order to influence an improved and sustainable model for the future.

2. Option Appraisal

Thirty-three individuals participated in the workshop [Appendix 2] and were divided into three groups. Participants were provided with background information pertaining to the legislative context for LPGs and the strategic planning constructs within Argyll and Bute HSCP benchmarked against other locality planning arrangements across Scotland [Appendix 3].

Participants were also presented with other local partnership planning arrangements such as the Council and Community Planning Partnership.

Participants were supported in facilitator led groups to evaluate three options using a SWOT analysis to systematically, identify the strengths, weaknesses, opportunities and threats as they related to each of the three models.



Option 1: Nine Locality Planning Group Model

The current LPG construct in Argyll and Bute

Option 2: Four Locality Planning Group Model

A model used within the Community Planning Partnership

Option 3: Thematic Locality Planning Group Model

A planning model used in other areas for a range of purposes

3. Conclusions

The Option 2: 'Four Locality Planning Group Model' overwhelmingly emerged as the preferred model for future locality planning arrangements [Appendix 1].

The optional appraisal clearly drew out participants' views that the current model of locality planning groups was not universally working and required urgent revision to achieve a more efficient and effective shared planning across Argyll & Bute.

Whilst all three options had some merit, there was consensus that Option 2 offers the best opportunity to plan at scale and align with partners' organisational level. Participants advised that success of this model hinges on the development of effective engagement mechanisms at a community level.

Appendix 1: SWOT Analysis – Option 2.

Strengths	<p>The primary strengths of this model was recognised as being its alignment to wider HSCP and partners planning structures, including A&B Council and the Community Planning Partnership. Participants felt implementing this model would allow planning to be undertaken on the scale as other partners. Furthermore, it was perceived to be representative, more equitable, reduce duplication and improve productivity.</p> <p>Ultimately participants described this model as potentially the most effective and efficient utilisation of resources. Improved communication was also cited as a clear strength of this model, more specifically the facilitation of shared learning across localities and the authority as a whole.</p> <p>Another strength is the ability to achieve robust linkage to the Strategic Planning Group and establishing wider engagement with local communities obtaining a wider perspective on issues. There was a clear aspiration from all participants that four LPG groups should be revitalised in accordance with the spirit of the original legislation.</p>
Weaknesses	<p>Option 2 demonstrated the least number of weaknesses of all the models. Participants however, cautioned that success of this model would rest on the ability of the model to sustain representation of the smaller areas and links to robust engagement mechanisms at a community level.</p>
Opportunities	<p>Participants felt there was an opportunity to re-establish a clear sense of purpose and clarity about the role, structure and membership. This model will enable smaller communities to be equally heard alongside larger populated areas rather than in isolation.</p> <p>There were strong perceptions that more effective, strengthening links with locality planning and community planning groups.</p> <p>The opportunity to create more supportive collective arrangements for service user and carer representatives in order that they have robust induction, clarity of their role in planning and share learning among the representatives.</p> <p>Inclusive engagement methods and structures could be developed constructing a 'basket' of engagement approaches with staff, partners, communities, service users and carers.</p>
Threats	<p>The remote and disparate geography of the HSCP area was identified as a threat to Option 2 in relation to attendance at meetings and efforts would be required to reduce this potential barrier. Information technology was cited as an opportunity to support and sustain active participation at meetings.</p> <p>Robust mechanisms would be vital if the needs of smaller and remote communities are to be visible in the construct of larger scale planning.</p>

Appendix 2: Workshop Participants

Table 1: LPG Workshop - Group Membership		
Group 1	Group 2	Group 3
Duncan Martin , Community Representative - Oban, Lorn and Isles.	Nicola Gillespie , Local Area Manager Mental Health.	Alison Pugh Senior Occupational Therapist, MAKI.
Anne Horn , Councillor, Kintyre and Islands.	Susan Paterson , Community Representative, Kintyre.	Tina Watt , Local Area Manager,
Jason Woods , Care Home Manager, Kintyre Care Home.	Donald Watt , Locality Manager, MAKI.	PJ McGrann , Community Representative, Islay.
Wendy Dix , Senior Charge Nurse, Islay and Jura.	Jim Littlejohn , Local Area Manager, Helensburgh and Lomond.	Isobel Strong , Councillor, Bute.
Mark Lines , Local Area Manager Children and Families, A&BHSCP.	Kirsteen Murray , Chief Executive, Argyll and Bute Third Sector.	Jayne Lawrence-Winch , Local Area Manager, Cowal,
Heather Grier , Independent Co-chair A&B Integration Joint Board, (Cowal).	Alison Hardman , Health Improvement Lead	Robin Creelman Chair of A&B Integration Joint Board.
Kate Stephens , Public representative, Cowal.	Lesley McColl , Staff representative, NHS Highland.	Alison McCrossan Local Officer, Scottish Health Council.
Fiona Broderick , Staff representative, NHS Highland.	Jay Wilkinson , Public Involvement Officer, A&BHSCP.	Mary Anne Douglas Senior Charge Nurse, A&BHSCP.
		Morven Gemmell Locality Manager, Oban. Lorn and Isles.

Table 2: Speakers, Facilitators and others in attendance		
Sandra Cairney , Associate Director of Public Health, Argyll and Bute HSCP		
Facilitators: LPG Option 1 (9LPG)	Facilitators: LPG Option 2 (4 LPG)	Facilitators: LPG Option 3 (Thematic LPG)
Kristin Gillies Senior Planning Manager, A&BHSCP	Maggi Clark Health Improvement Lead	Alison McGrory Health Improvement Principal, A&BHSCP
Kirsten Robertson Planning Manager, A&BHSCP	Lauren McElroy Planning Manager, A&BHSCP	Fiona Sharples OD Lead, A&BHSCP
In attendance:		
Stephen Whiston , Director Planning and Performance, Argyll and Bute HSCP		

Appendix 3: LPG Options for LPG Model

LPG Option 1 – Nine Local Planning Group Model



LPG Option 2 - Four Local Planning Group Model



LPG Option 3 - Thematic Local Planning Group Model



Appendix 4: Required Membership

Locality Planning Group Membership - Required membership
Community members
Carers
HSCP practitioners (ensuring representation from both health and social care)
Third Sector
Independent Sector
Other relevant sectors (Elected members, GP's, Housing)