

Trafford Locality Plan Refresh

Trafford Health and Wellbeing Board

17th November 2023

Trafford

Integrated Care Partnership



Part of Greater Manchester
Integrated Care Partnership



Presentation by:

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Trafford Locality Plan Refresh: Background

Trafford Locality Plan 2019-24 and 2021 Refresh

The Locality Plan 2019-24 presented milestone plans for work that we agreed to take forward to 2024.

In 2021, we undertook a Locality Plan Refresh which aimed to build on existing arrangements and commitments, whilst ensuring we capitalised on the opportunities the Integrated Care White Paper and subsequent Bill and while establishing an Integrated Care System by June 2022.

The aim of the Locality Plan milestones were to ultimately enable our Trafford health and care system to increase collaboration, enhance the public voice, and address our known challenges and inequalities which will result in the achievement of our agreed aspirations.

Milestones review

In 22/23 we conducted an in-depth review with leads to investigate:

- key achievements
- what we didn't do
- what's still ongoing
- any new deliverables that came on board after publication of the Locality Plan

Better connected communities

Better wellbeing for our population

Better lives for our most vulnerable people



Trafford Locality Plan Refresh: Aim and Rationale

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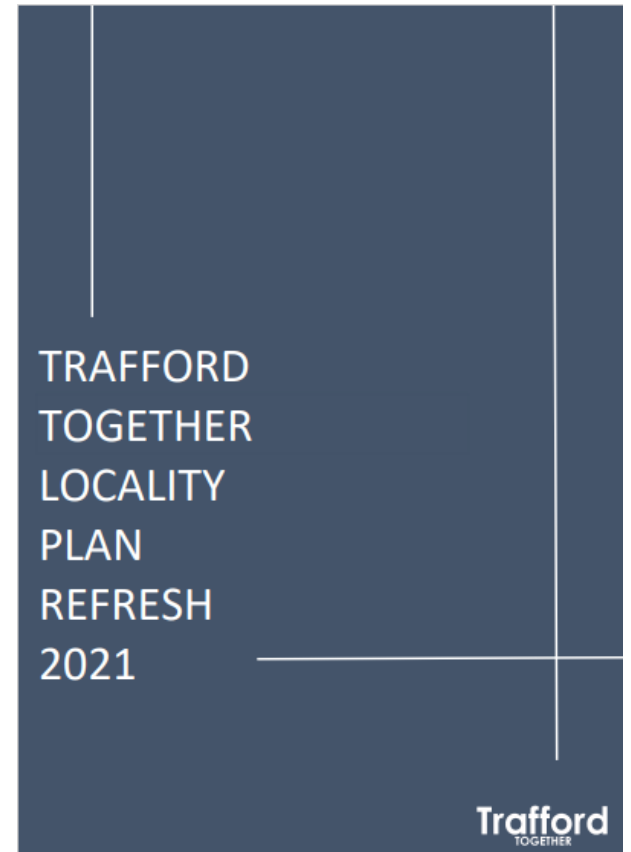


Aim:

Our aspiration is to refresh the Locality Plan and create one plan for health and care for Trafford by integrating the aims and aspirations of the current health and wellbeing strategy.

Rationale:

- Creation of Trafford's Integrated Care Partnership as part of the GM ICP / NHS GM
- [GM ICP Strategy](#) published May 2023
- [GM Joint Forward Plan](#) published July 2023 – 160 actions
- Clarity on GM Operating Model (October 23)
- Clarity on Locality structure (October 23)
- Carnal Farrar Leadership Review & Strategic Financial Framework
- GM System Improvement Programme – 13 priority programmes
- [Trafford Health and Wellbeing Strategy 2019-2029](#)
- HWBB Deep Dive Programme 2022
- Development of annual 'Strategic Priorities' delivered by the Trafford Provider Collaborative Board (TPCB)
- Opportunity to align the Locality Plan with the Health and Wellbeing Strategy
- Timeliness of planned updates to TICIP organisational strategies and visions (Council, MFT, GMMH, etc)
- General support for the refresh of the Locality Plan at the July 23 Locality Board and encouragement from NHS GM to update Locality Plans (October 23)



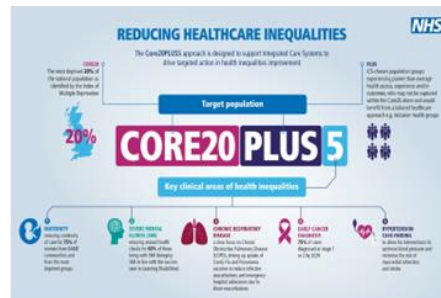
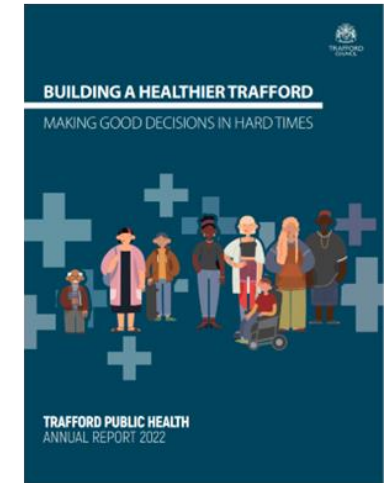
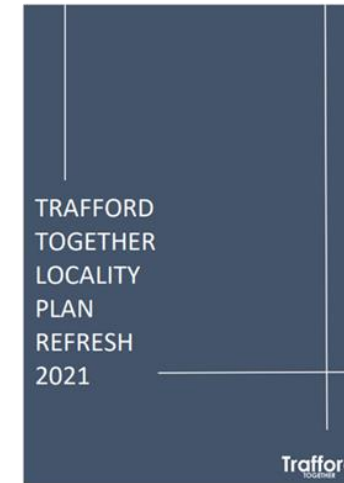
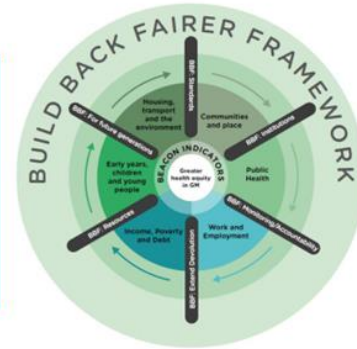
One 'Plan' for Health and Care in Trafford

- Existing National, Regional and Local Strategy – all contributing to the overall aspirations of the 2021 Locality Plan
- Connectivity of strategies and harnessing the cross over and realising the interdependencies is a key task to ensure VfM and positive outcomes for Trafford people and communities
- Importance of 'Action Plans' – what tangible changes will we make to help achieve our aspirations and how can we ensure complimentary action associated with our respective strategies and plans?



NHS

The NHS Long Term Plan



Greater Manchester ICP Strategy

Greater Manchester's Integrated Care Partnership (ICP) Strategy sets out how we will work together to improve the health of our city-region's people through the Greater Manchester ICP.

It outlines our priorities (our 'missions') which are to:

- Strengthen our communities
- Help people get into – and stay in – good work
- Recover core NHS and care services
- Help people stay well and detect illness earlier
- Support our workforce and our carers
- Achieve financial sustainability



Programme Approach



Leadership

- H&SC Steering Group supported the suggestion of a **Strategy Development Group** – a small task and finish group to hold the ring on the work, drive the programme plan and monitor progress:
 - Nominations from partners welcome
 - Group members to be responsible for interface with organisational governance
 - Meet every 3 weeks to drive forward the work (TBC)
- **System Leadership / Dispersed Leadership** - all partners taking ownership and leading conversations where appropriate – staff, stakeholders and/or service users
- **Commitment from all partners** to codesign the content – constructive challenge throughout to ensure content is reflective of our joint ambitions for Trafford people and communities

Communications

- Consistent communications – Communications and **Handling Plan**
- **Target audiences:** Staff / Stakeholders / People and Communities
- **Variety of methods and approaches** to be considered – email, newsletter, website, social media, intranet, face to face
- **Managing expectations** – what is core 'must do' business and what can we aspire to within known restrictions and guidance (?)

Programme Documentation

- **Programme Plan** of key dates, timelines and dependencies
- **GANNT Chart** / Risk Register / RAID Log / Decision Logs
- Communication and Engagement Records & **Handling Plan**

Initial Programme Approach

Utilising the suggested **Strategy Development Group**, we will:

- Create timeline for sign off
- Create a draft plan detailing contents and leads
- Create structured distribution lists to ensure consistency of engagement and communications
- Create content overview slide deck of the planned refresh for wider sharing and socialisation
- Create plan template for leads to populate
- Hold drop-in sessions to support leads in content creation
- Utilise existing partnership forums (Example: H&SC Steering Group) to drive forward the development of the plan



Communications, Co-Design & Participation

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Stakeholder Engagement & Participation

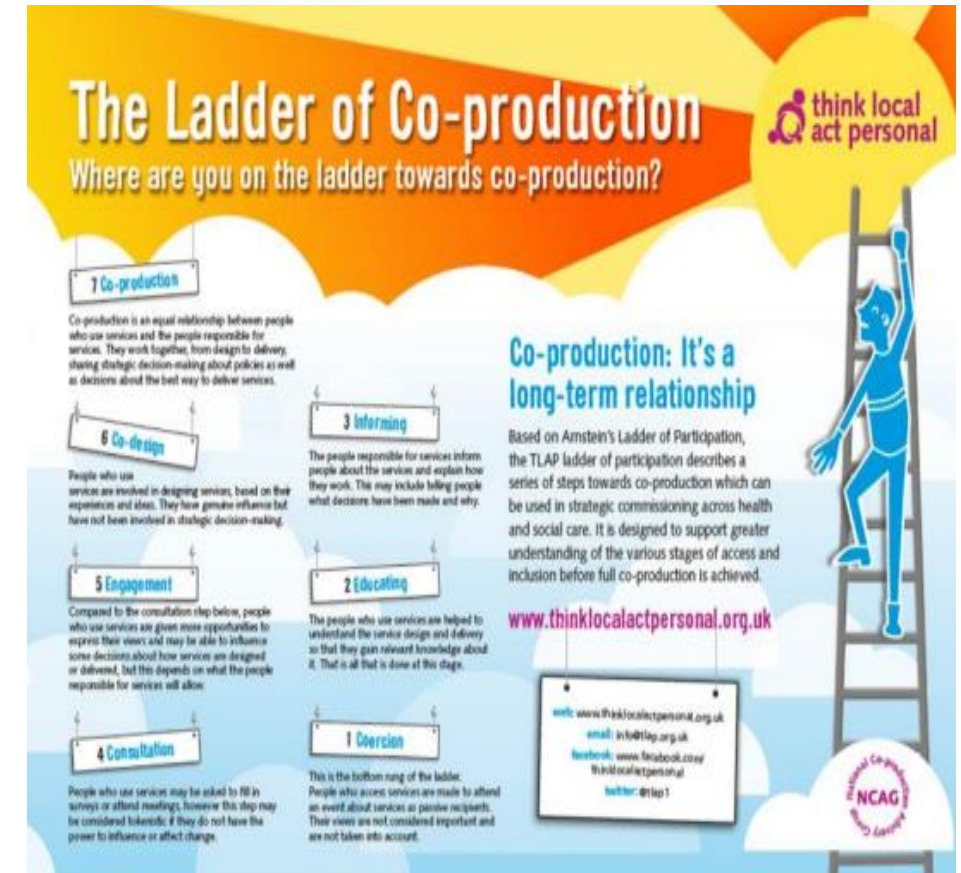
- Stakeholder mapping exercise – identifying our key partners and ensuring they are invested and involved in the planned refresh
- We will need to engage with several key forums such as: HWBB, TPCB, TCAPS, etc

Public Engagement & Participation

- Managing expectations – being clear about what can we do within the resources available
- What are our mandatory duties (respectively) and therefore being realistic about what we can achieve as a system in addition
- Utilise recent engagement intelligence to help formulate our content (Example: Urgent Care Review, Poverty Truth Commission, etc)

Considerations:

- To what extent do we engage with the public?
- How do we do this best within limited capacity and resources?
- Are we at risk of asking the same questions to the same people again?



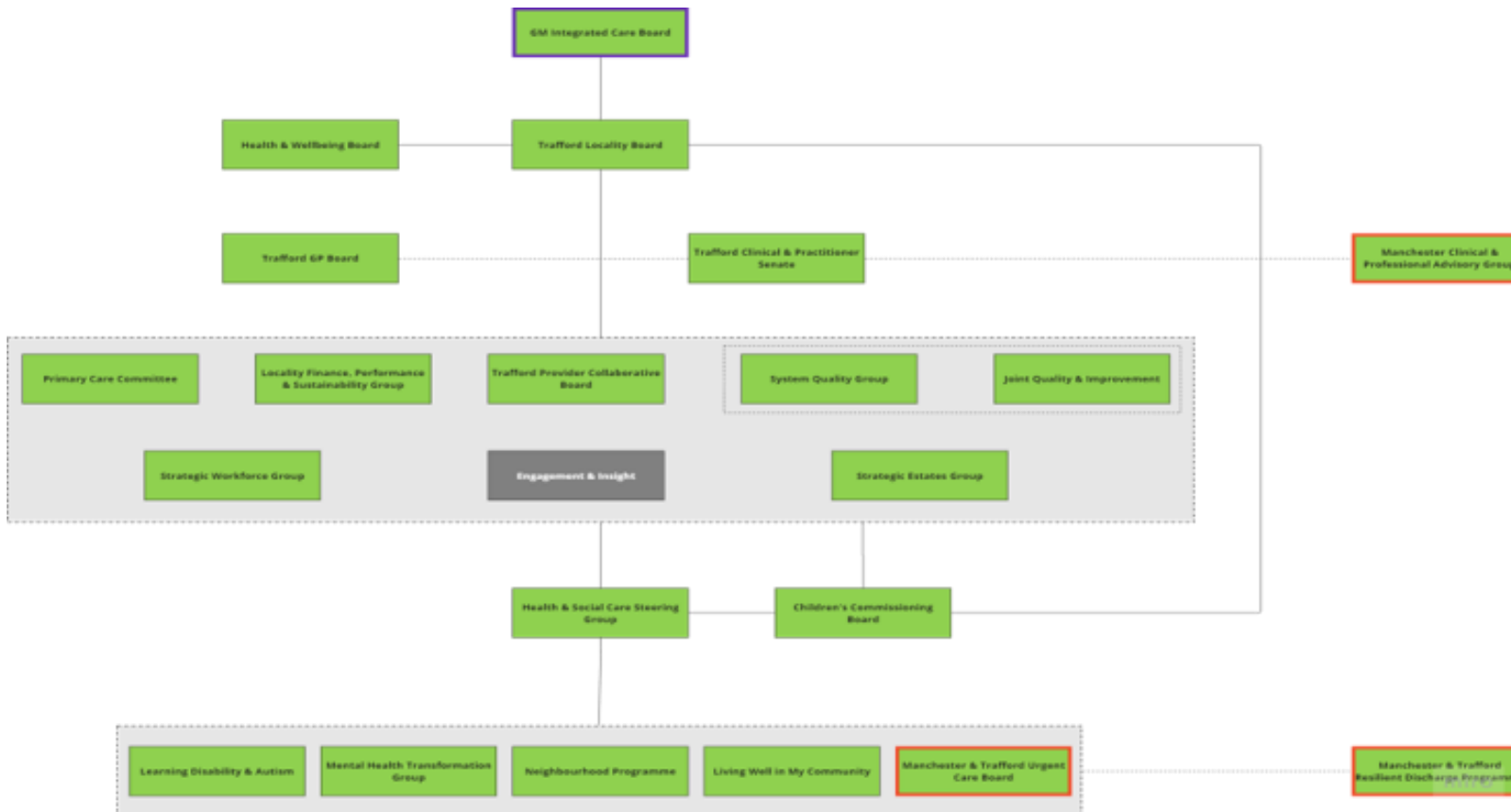
Challenges and Considerations:



Acknowledgement of conditions in which we are operating:

- Carnall Farrar Leadership Review and implementation of recommendations
 - Staffing and capacity – settling in following transition
 - GM Operating Model maturity / clarity
 - Financial challenges – Organisational and GM
 - By-election and Local Elections 2024
 - Competing timeframes of GM ICP Strategy, Joint Forward Plan and Annual Operating Plans / NHS v Local Government
 - GM prioritisation and local prioritisation – interdependent with mobilisation of the GM Operating Model and Strategic Financial Framework
 - ❑ A workshop is planned for November (Date TBC) so that we can draw on more content from the Strategic Financial Framework and integrate this work into the planning process for 2024/5.
 - GM Joint Forward Plan and mandated priorities that will need local consideration
 - National guidance and evolving GM policy
 - Embedding and further development of GM and Locality Governance
 - How we make this meaningful for all staff at all levels – clear visibility and ownership across our organisations
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System Governance & Organisational Governance

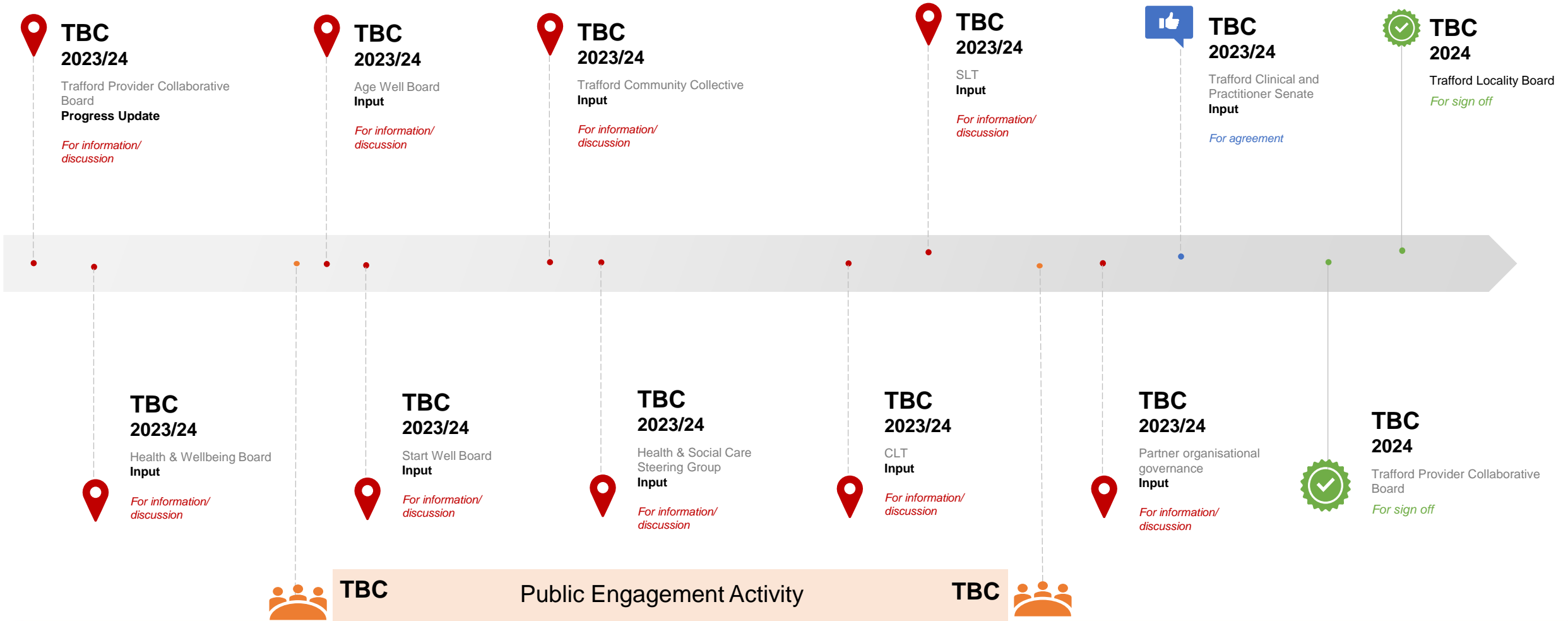


- The Locality Plan will need the **full support of our partners organisational governance and that of our Trafford system** – importantly being socialised in **thematic groups and forums which are not linked to direct provision of health and care** – Tackling Poverty, Housing, Cost of Living, Social Value
- We will need to **consider organisational governance requirements and timelines** to factor in adequate time ahead of planned deadline for publication

Timeline: Key Activities and Forums

Note: This timeline is indicative only and activities have not yet been sequenced. We will also need to add a pause in activities during the pre-election period (2024).

For sign off
 For agreement
 For information/discussion



Content considerations.....

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We have an opportunity to reset the dial on our Locality Plan which will clearly set out our collective ambition for Trafford People and Communities.

Question: What are the pivotal, stand-out elements of our Plan that we need to factor into our thinking?



Key Questions for HWBB

The Board are asked to discuss the following questions:

1. How do we ensure the Health and Wellbeing Strategy and its priorities has a strong/equal presence in the new Locality Plan?
 2. Are there any initial priorities that we need to factor into our thinking as we develop the Locality Plan?
 3. How do we ensure priorities from the 'bottom-up' feature in the refreshed Locality Plan?
 4. Any other considerations by exception?
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Any further questions or comments?

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