

Annual Review 2023/24



3. Introduction

6. Who we are

8. Our impact on our service users

14. Our impact on communities

23. Our impact on our colleagues

30. Equality, diversity and inclusion

34. Our environmental impact



Introduction

This is Locala Health and Wellbeing's review of 2023 to 2024. The third and final year of our Better Lives strategy. We have selected some highlights to show what we have been up to, in a year focussed on the continuing development of our services and preparations for our 2024/2027 THRIVE Strategy.

Visit www.locala.org.uk/about-us/how-we-are-doing for our Accounts and our Financial Statements (when published) for 2022/23 and this year's Quality Account.



Statement from Chair, Colin Lynch

Our Annual Review again shows the progress we have made through the final year of our Better Lives Strategy.

During this year I was delighted to have the opportunity to take on the role of Chair of the Locala Board. This is an exciting time to be leading the Board. Locala has continued to provide exemplary care through challenging times for the health and social care sector. At the same time we have been planning for the future; working with our colleagues, patients and stakeholders to develop our new THRIVE Strategy.

Every year through our Better Lives Strategy we have seen the demonstrable positive impact we have had on service users, colleagues and our wider communities through our services and our social impact work.

Now through our THRIVE Strategy we will use our social enterprise status to continue to find creative and sustainable solutions. We will then be able to better meet the ever-growing needs of our communities and to enable us to provide greater opportunities for colleagues and communities through addressing health inequalities and providing social impact through everything we do.



Colin Lynch, Chair

A black handwritten signature of Colin Lynch, consisting of a stylized 'C' and 'L' followed by a horizontal line.

Statement from Chief Executive, Karen Jackson

Over the past year, we have been reflecting on what we have achieved over the time of our Better Lives Strategy (2021-2024) so that the successes and challenges we found could help inform the development of our new THRIVE Strategy for 2024-2027.

During the lifetime of 'Better Lives' our services have completed more than 1 million patient interactions each year with feedback rates showing over 95% of patients describing the service as very good or good. That is again a testament to our dedicated and highly skilled workforce and I am proud to lead and work for colleagues in this organisation as Chief Executive.

We continue to use our social enterprise status to be innovative; finding new ways to support our patients to thrive where they live, with our Clinical Van delivering services in the heart of our communities. This year also saw our first Community Event, with our services and local community partners both involved.

I am very proud of the incredible jobs our colleagues do every day and we have put new initiatives in place to support them in their service delivery and for their own health and wellbeing. This has included an increased focus on recruitment, retention, and equality, diversity and inclusion, as well as new offers through our colleague wellbeing support and employee benefits.

Looking forward, our new THRIVE Strategy for 2024-27 has a focus on providing exemplary and seamless care, reducing both health inequalities and the demand for acute services. All of this is aimed at supporting people to thrive where they live and to help all providers deliver services that are safe and effective in the light of increasing demand, widening health inequalities and the challenging financial environment.

Our delivery, through a combination of public and self-funded services supporting social impact schemes will ensure people can truly thrive where they live.



Karen Jackson, Chief Executive

A handwritten signature in black ink, appearing to read 'K Jackson', followed by a horizontal line.

Who We Are

Locala Community Partnerships CIC (Locala Health and Wellbeing) is a social enterprise that is proud to provide a variety of NHS and Public Health community services to people in West Yorkshire and Greater Manchester

We work closely with GPs, Social Services, local NHS organisations and Local Authorities to deliver a co-ordinated approach to care and support.

Caring for people at home or as close to home as possible is at the very core of what we do and who we are. We are passionate about working as a social enterprise and as part of our wider health and care systems to ensure people can have the support they need in their homes and local communities, when they need it.

As Locala is a membership organisation, colleagues in partnership with community representatives, have a say about the services provided, and how communities are supported.

Our services care for, and support people, from before birth to end of life, ranging from health visitors to physiotherapy, sexual health to district nursing, as well as dental care, school nurses and foot care.

As a social enterprise Locala is able to tailor services to meet the needs of local communities, re-investing any financial surplus back into supporting patient care and community projects.



Our impact on our service users



LOCALA DELIVERED

873,760

face-to-face, telephone and digital contacts

IN PATIENT'S HOMES, CARE HOMES AND IN CLINIC ENVIRONMENTS

37,820 general wound &

12,407 lower leg dressings

DELIVERED BY COMMUNITY NURSES

6,263
new birth visits

TOOK PLACE SUPPORTING
NEW PARENTS AND THEIR
NEW ARRIVALS

19,966 vaccinations were given to
children under 6 years of age &



98%

of patients clinically
appropriate to remain at
home are still at home
following assessment and
intervention at 24 hours

96%

OF PATIENTS SAY THEIR QUALITY OF
LIFE HAS IMPROVED FOLLOWING THE
PERIOD OF CARE WITH LOCALA

100%

of new patients admitted or
discharged from hospital into
care homes are triaged within
2 working days.

100%

OF PEOPLE WHO USE OUR DROP-IN SEXUAL
HEALTH CLINICS IN TAMESIDE ARE SEEN
WITHIN 2 HOURS OF REGISTERING.

43,577 vaccinations were delivered through
school immunisation programmes

Some of the things we have done

The benefits of Self-Management

Our Self-Management Team have continued to work with patients to support them to self-care where appropriate. Over the past 12 months they have been working with the Continence Team to see patients who would usually be referred to Community Nurses for catheter bag and leg bag changes.

The team support patients to use a Flip Flo valve, this helps with bladder training and means a urine leg bag is no longer required. This has had a significant impact on patients, they say it gives them a better quality of life and increased independence.

One patient was initially concerned about trying the Flip Flo again as he'd experienced problems in the past. The Self-Management Team were able to spend time supporting him every step of the way and saw his confidence grow. He is now able to go to the cinema with his wife for the first time in years without worrying about anything happening.

Another gentleman who had a catheter fitted was nervous about being able to carry out prayers. He had a Flip Flo valve fitted and felt much happier about his situation and it gave him the confidence to return to his Mosque.

The team have also had a key role in supporting patients who need catheters removing upon discharge from hospital. Evidence suggests that moving patients off a catheter is more successful if they use a Flip Flo valve in advance. Working with the Continence team, suitable patients are identified and seen early.

Benefits of this early intervention impacts on the patient's quality of life and on the healthcare system with lower risk of infections, sepsis and antibiotic use, fewer hospital admissions and nursing visits required, fewer urgent callouts and a reduction in catheter supplies required.



Working together is at the HEART of what we do

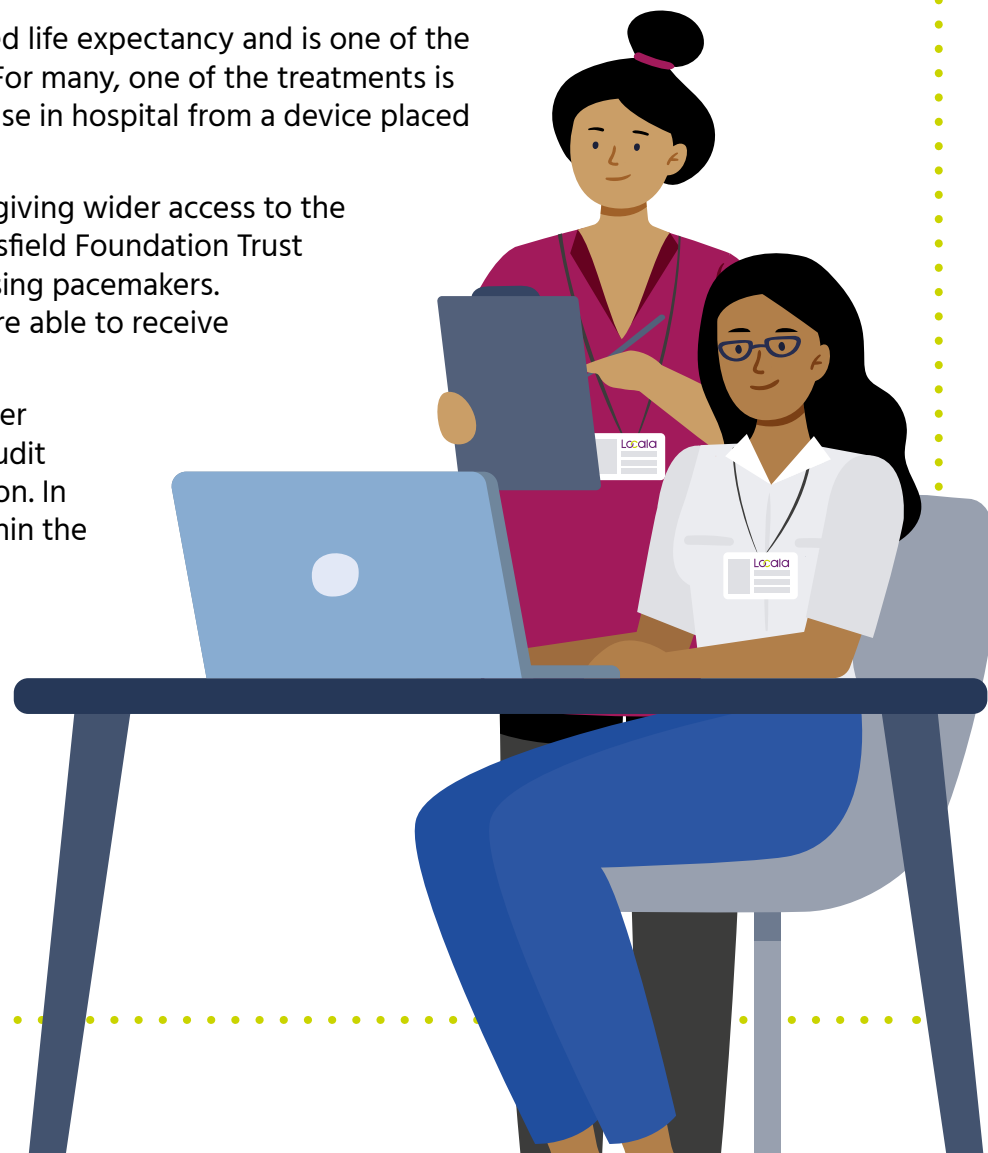
Heart failure is a complex long-term condition and comes with a reduced life expectancy and is one of the highest causes of hospital admissions and longest bed stays in the UK. For many, one of the treatments is to be fitted with a pacemaker, a device sending information to a database in hospital from a device placed in the patient's home.

Changes in technology has led to the use of a co-management system giving wider access to the database. Locala's Heart Failure Nursing Team and Calderdale & Huddersfield Foundation Trust Pacemaker Team agreed to pilot a joint approach to support patients using pacemakers. Locala's team were trained in the use of the specialist database and were able to receive and interpret data.

Using the data, the team provided timely interventions to prevent further complications and reduce the risk and prevent hospital admission. An audit has revealed that as a result 89% of patients avoided a hospital admission. In addition, the project has enhanced communication with colleagues within the hospital trust and identified how essential the work of the community teams is to implement appropriate intervention of medical management, supporting patients with education and re-assurance around these devices.

Carelink co-management system is now embedded into normal practice to support the management of patients diagnosed with chronic heart failure who have implanted cardiac devices.

A patient who has been fitted with a pacemaker says: "I was amazed that both my nurse and consultant could read the data from the pacemaker. The whole team are always there to help, I can't praise them enough. It has made a big difference to me."



Co-ordinating Care

Our Integrated Transfer of Care Team (ITOC) is a multi-disciplinary team made up of nurses, therapists and assistant practitioners who support a safe and timely discharge from hospital. This involves working with our partners at Dewsbury Hospital, Huddersfield Royal Infirmary and Kirklees Council. The ITOC Team see patients whilst still in hospital, will work with the patient and family members to understand what support is required and the next steps. This could be returning home, a care home, or a bed at the Recovery Hub or an Intermediate Bed Base for additional therapy.

During 2023/24, changes were made to the way the team operate, including the new Recovery Hub, a change in triaging to the Intermediate Bed Bases and reablement referrals. These have had excellent outcomes, including reducing hospital admissions and more prompt discharges from hospital.

In 24/25 the team will be working more closely with A&E at Dewsbury Hospital; this will involve members of the ITOC Team being based within the department where they can interact with patients sooner resulting in decisions being made earlier and a smoother transfer of care. Technology is playing its part too, A&E software supports the process and work is being done to introduce Alertive, an App which will improve communicate with A&E colleagues, all resulting in an improved patient experience.

SPOTLIGHT

The Recovery Hub at Moorlands Grange near Huddersfield is a residential base for people who are medically well enough to leave hospital but still need care and support. Moorlands Grange is owned and managed by Kirklees Council with Locala nurses, physiotherapists and members of the medical and pharmacy team visiting patients when required. Excellent feedback has been received from patients who have stayed here and as a result of the feedback our volunteers are running activities for patients to support their recovery.



16,897 people

★ Of those who responded **97%** said their experience was **very good/good** ★

said they felt involved in decisions about their care

13%

**of responses were
from carers**

61

IMPROVEMENTS

to the quality of care were made by listening and reacting to feedback from patients, carers and families

**EVERY
MONTH**

Locala's Engagement team are visible at community events and waiting areas listening to what our patients, carer and families have to say about their experiences.



**Our impact on
our communities**



OVER 100 Work placements delivered

£43,500 DONATED TO COMMUNITY GROUPS VIA THE COMMUNITY FUND - IMPACTING ON YOUNG PEOPLE, HEALTH INEQUALITIES, SOCIAL ISOLATION, LOCAL ECONOMY, LOCAL ENVIRONMENT

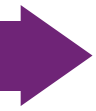
4 people given work opportunities through our mentored employment programme

3.7 million

SPENT WITH MICRO, SMALL AND MEDIUM BUSINESSES LOCALLY



OVER 800 STUDENTS



GIVEN CAREER ADVICE AND SUPPORT



330

hours of colleague volunteering

100

hours dedicated to providing expert business advice to Micro and Small Enterprises

4k

donated supporting local social enterprises and start ups

96%

of the people we employ are local



Some of the things we have done

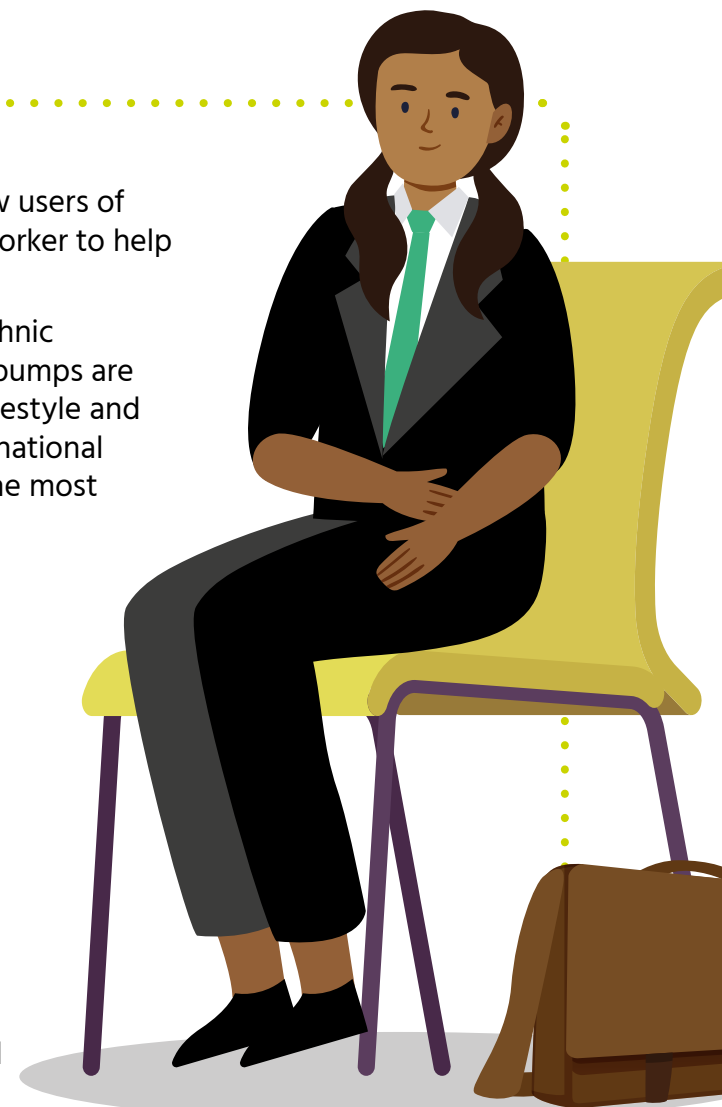
Tacking health inequalities in Children's Diabetes

In April 2023, the Diabetes Team identified that children from ethnic minority backgrounds were low users of diabetes technology. The team obtained funding from NHSE for an Urdu speaking family support worker to help encourage the use of Continuous Glucose Monitors (CGM) and insulin pumps.

Over the past 12 months, the impact has been significant, leading to an increase of patients from ethnic minority groups using CGMS from 16% to 53% and insulin pumps from 32% to 49%. The use of the pumps are less invasive and reduces the number of injections the patient needs, allowing for a more flexible lifestyle and reducing the risk of diabetes-related health problems. This also helps address the health inequality national priority for: 'Increasing access to real-time continuous glucose monitors and insulin pumps across the most deprived quintiles and from ethnic minority backgrounds'.

One patient who has benefited from is a seven-year-old girl with Type 1 diabetes. Her parents speak Urdu and found it difficult to manage an insulin pump, opting to give insulin injections and carbohydrate counting. The team were keen to encourage the family to use more up-to-date technology as their daughter was now at school, but the parents were sceptical. However, with the help of the family support worker, who visited the parents at home and was able discuss their options and provide the necessary reassurance in Urdu, their daughter was moved onto a Continuous Glucose Monitor (CGM) in preparation for starting on a Hybrid Closed Loop (HCL). The family support worker translated for the parents on the day of the pump start and visited regularly helping with changes the diabetes team recommended such as helping with the first pod changes. This support continued until the family said they felt confident to do it by themselves. The family support worker continues to liaise between school and parents and the diabetes team to help maintain good communication and ongoing diabetes control.

The feedback from parents has been excellent and the family support worker is now a full-time and hugely valued member of the Diabetes Team.



The value of volunteering

Andrew has been a Locala volunteer for 2 years. He started through a colleague volunteering scheme with his employer and enjoyed it so much he decided to continue in his own time. Andrew is a Befriender at Ings Grove House in Mirfield, an intermediate care bed base where people stay for a period of care, usually after a hospital stay to help them return home safely.

Andrew shared his experiences with Volunteer Manager, Heidi Curry.

https://youtu.be/LHHs_1tVJCK



Working together to win together

Our Child Health Information Service (CHIS) and Child Immunisation Team are a dynamic duo of teams responsible for giving 56,739 vaccines over the past year – and a whole lot more besides.

The CHIS Team work hard in the background to provide the foundations for our Immunisation Team to deliver childhood immunisations across Kirklees. They collate and report digital health, immunisation and screening data and carry out safeguarding administration, from birth to 19 years. They are fundamental to the vaccine delivery programme; scheduling clinic and school appointments for all school aged children in Kirklees and additionally in infants and pre-school children in North Kirklees.

For our Immunisations Team, maintaining childhood immunisations for most GP surgeries across North Kirklees and school immunisations throughout Kirklees is the core element of their role. In addition, they have provided support in many other ways, including a large-scale MMR catch up due to an increase in measles cases and support during an Hepatitis A outbreak. They also work in partnership with other services to ensure more vulnerable young people receive their vaccinations in a way that suits them, including working with our Dental Team to provide vaccinations to patients alongside their dental treatment.

The team have also been highly visible at community events and parents' evenings to promote vaccinations and have used Locala's Clinical Van to carry out mobile immunisation sessions in areas of lower uptake.

• • • • •

The Value of School Nurses

• “Throughout my time at school, Lizzie has helped me massively and guided me through some of my darkest times. I don’t know where I’d be today if it wasn’t for her persistence in trying to get me back on the right path. She is the kindest and most considerate woman I have ever met and is fantastic at her job. I hope she continues to put smiles on other young people’s faces like she has mine and carries on her amazing work”.

• These are the words of J, aged 16, who first came into contact with Locala’s school nursing team when he was 13. His teacher at his new school encouraged him to visit the drop-in sessions as he was struggling with many challenges at home.

• He continued: “If it wasn’t for Lizzie, I would not have moved through this period of my life and done my exams. I would have been excluded just like some of my mates.”

• In August, J passed his GCSE results to get him into college.

• Locala’s School Nursing Teams work in partnership with families, education, social care and other health professionals, to support children and young people. We have six School Nursing teams covering Kirklees and Calderdale.

• • • • •

• • • • •

Listen to improve

• Locala provides sexual health services in Kirklees, Bradford, Stockport, Tameside and most recently Wigan. Listening to what our service users say is vital to help us improve in the future. We do this by sending surveys using SMS and having face to face conversations. In 23/24, 4,545 people shared feedback with us, of which 98% told us the service was good or very good.

• As a result of this feedback the service made ten improvements over the year; one to address the long waits for a PrEP (Pre-exposure prophylaxis) appointment. The team reacted quickly and increased clinics to weekly to ensure more appointments were available. A joint clinic was also arranged at The Brunswick Centre in Kirklees which can reach patients that wouldn’t necessarily attend clinics, including people with HIV. In response to targeted social media messaging, a twice weekly drop-in clinic was also launched. Since this work has been carried out no negative feedback has been received as people feel they are getting a service that meets their needs, in locations that suit them.

• • • • •

Our impact on our colleagues



Our colleague surveys consistently show results above the national averages:

Locala values my work	National average 45%	Locala 65%
LOCALA HELPS COLLEAGUES BALANCE THEIR WORK AND HOME	National average 50%	Locala 70%
If a friend or relative needed treatment, I would be happy with Locala’s standard of care	National average 65%	Locala 73%
I FEEL SAFE TO SPEAK UP ABOUT ANYTHING THAT CONCERNS ME	National average 62%	Locala 74%
I would recommend Locala as a place to work	National average 61%	Locala 66%

Based on comparison between NHS Staff Survey 2023 (carried out Oct-Dec 2023) and Locala Colleague Pulse Survey Dec 2023.

Whilst the majority of survey results were positive there is always more that can be done. The survey results are analysed and used to develop action plans for improvements.

Our Wellbeing Fund supported 38 teams (671 colleagues)

15 NEW apprentices started across four clinical and nursing roles

11 COLLEAGUES ALSO SUCCESSFULLY COMPLETED THEIR CLINICAL/NURSING (programmes ranging from 18 months to three years)

22 Long Service Awards for COLLEAGUES REACHING 25 & 40 years' service

1,354 colleagues active on 'My Locala Benefits' **SAVING ALMOST £4,500** on spending at retailers including West Yorkshire based Morrisons and Asda.

4 colleagues achieved

Level 1 or 2 Maths Functional Skills qualifications

with Kirklees College to support their development

Benefits and Accreditations

To reinforce our status as an Employer of Choice a number of new initiatives have been introduced to offer additional support for colleagues as well as provide more employee benefits into the mix.

This year saw three key accreditations awarded to Locala:

- Along with the wider West Yorkshire Health and Care Partnership, Locala achieved Menopause Friendly Employer Accreditation and as part of this have held 5 peer-to-peer support network meetings
- We successfully achieved silver in the Armed Forces Covenant. This award, among other things, recognised our Service Friendly policies relating to special leave as well as mental health and wellbeing support
- Locala signed up as an Early Adopter of West Yorkshire's Fair Work Charter

As an additional boost to help new colleagues we have introduced pastoral support calls to help ensure they have extra support through their first 12-months with Locala.

When it comes to employee benefits we introduced a series of new ones including the Simplyhealth cash plan and payroll giving through Charities Trust. We also held our first Benefits Roadshow promoting the wider offer to colleagues, an event that will be repeated during 2024/25.

Our Standing Ovation recognition process has been reviewed and enhanced including moving the nomination form to the My Locala Benefits app so it links with other benefits and reward opportunities.

Our Members Council now choose the monthly winners to ensure they have visibility of fantastic colleague stories and we are publicising the winners more widely through CEO Briefings and profiles on the My Locala Benefits site.



Recruitment

To reinforce our status as an Employer of Choice a number of new initiatives have been introduced following the launch of the ICIMS recruitment portal in 2022/23. These changes have supported an increase in the number of candidates applying for roles and making the application process more streamlined for both candidates and Locala recruiting managers.

For the first ten months of the ICIMS portal being in place (up to August 2023) and the use of additional job websites to advertise roles, 3,350 applications were received for roles with Locala, an increase of 58% on the same period before implementation.

Over the same period 155 new colleagues started work with Locala in a variety of clinical and non-clinical roles.

The number of incomplete applications has decreased from 50% down to 10%. This period also saw the introduction of 'CV only' applications which optional supporting information.

Streamlining of the process has also seen the speed of movement from posting a job to offering a role reduced from 50 days to 36.

To support the advertising of roles we have continued to make use of the Locala Careers microsite which has seen more than 26,000 views since launch.

We have also brought recruitment social media work back in-house to support the promotion of available roles. The figures for the first quarter of this work from January 2024 onwards showed 25,083 impressions, with more than 600 of both link clicks and video views.

We also saw some hard to fill roles appointed to as a result of social media postings, including Band A Dentists and Highly Specialist Physiotherapists.



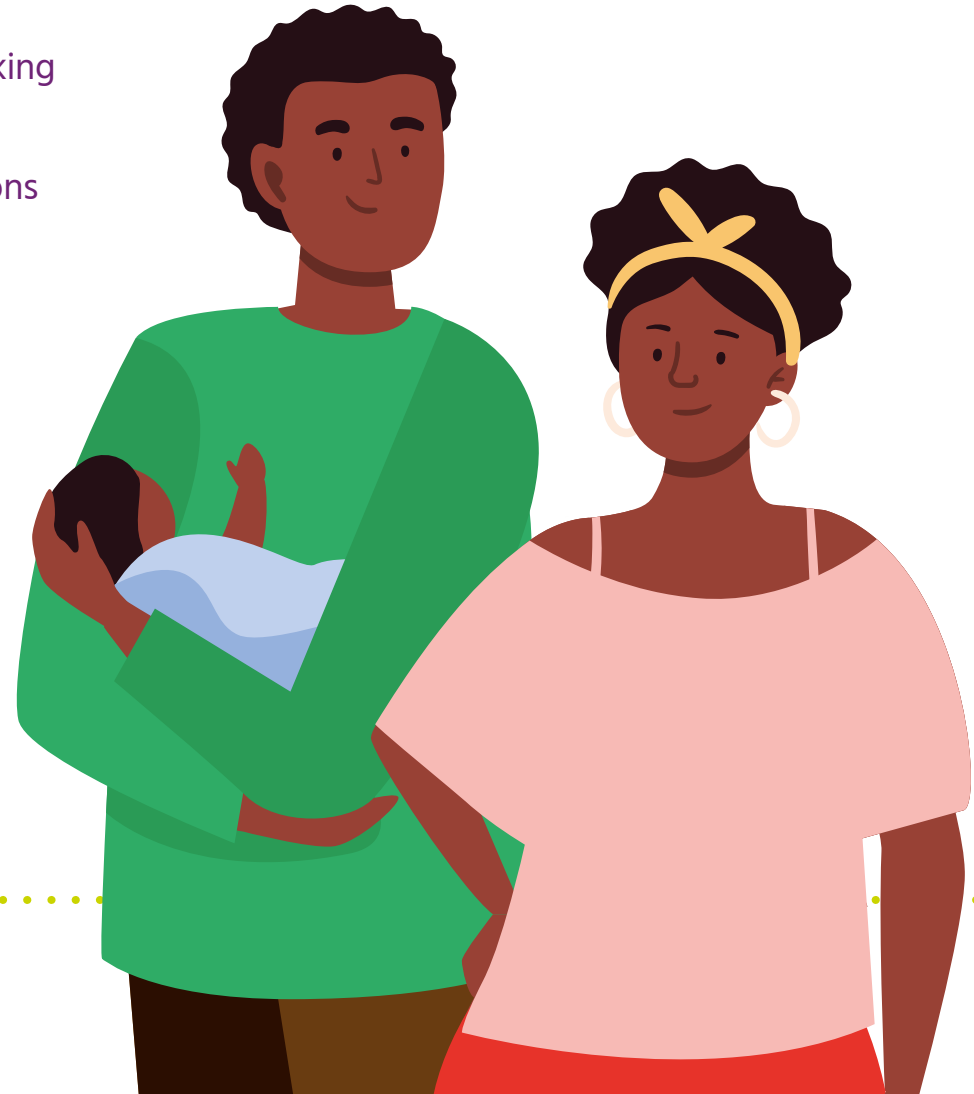
Equality, diversity and inclusion

Locala Health and Wellbeing is fully committed to inclusivity throughout our workforce and celebrating the diversity of our colleagues and communities. We work in collaboration with our Inclusivity Networks to create and implement Strategic Priorities and create a fair and equal workplace experience for all colleagues. Those Networks support colleagues by sharing lived experience and advice as we focus on making positive change.



Some of the things we have done

- Creation of Locala's 3-year EDI Action Plan
- Community Nursing and Self-Management Teams working to support South Asian communities
- Free Cervical Cancer Awareness and Menopause sessions
- Disability History Month saw over 200 colleagues attending sessions
- Locala's Diabetes team supported Black Health and Heritage Day
- 2023/2024 First EDI Listening Event Completed
- Locala's first Family Community Event at the AlHikmah Centre, Batley
- First Locala policy for Supporting People with Learning Disabilities and Autistic People
- Learning disabilities and autism training mandated for all colleagues



Community Connections

Locala held a Community Event at the Al Hikmah Centre in Batley in November. Representatives from Locala and partner organisations attended to showcase clinical services, local community support, recruitment and volunteering opportunities.

Our inclusion networks continue to grow and thrive and have been involved in:

- Initiatives to action and promote an Locala as an anti-discriminatory organisation
- Actions to create an environment where colleagues feel safe to speak up
- Learning and research initiatives
- Pay gap analysis and actions
- Efforts to promote an inclusive environment that supports career advancement for underrepresented groups
- Mentorship and leadership development programs for individuals from underrepresented backgrounds
- Reviewing and improving recruitment processes and procedures
- Programs aimed at attracting and retaining diverse talent
- Colleague wellbeing support



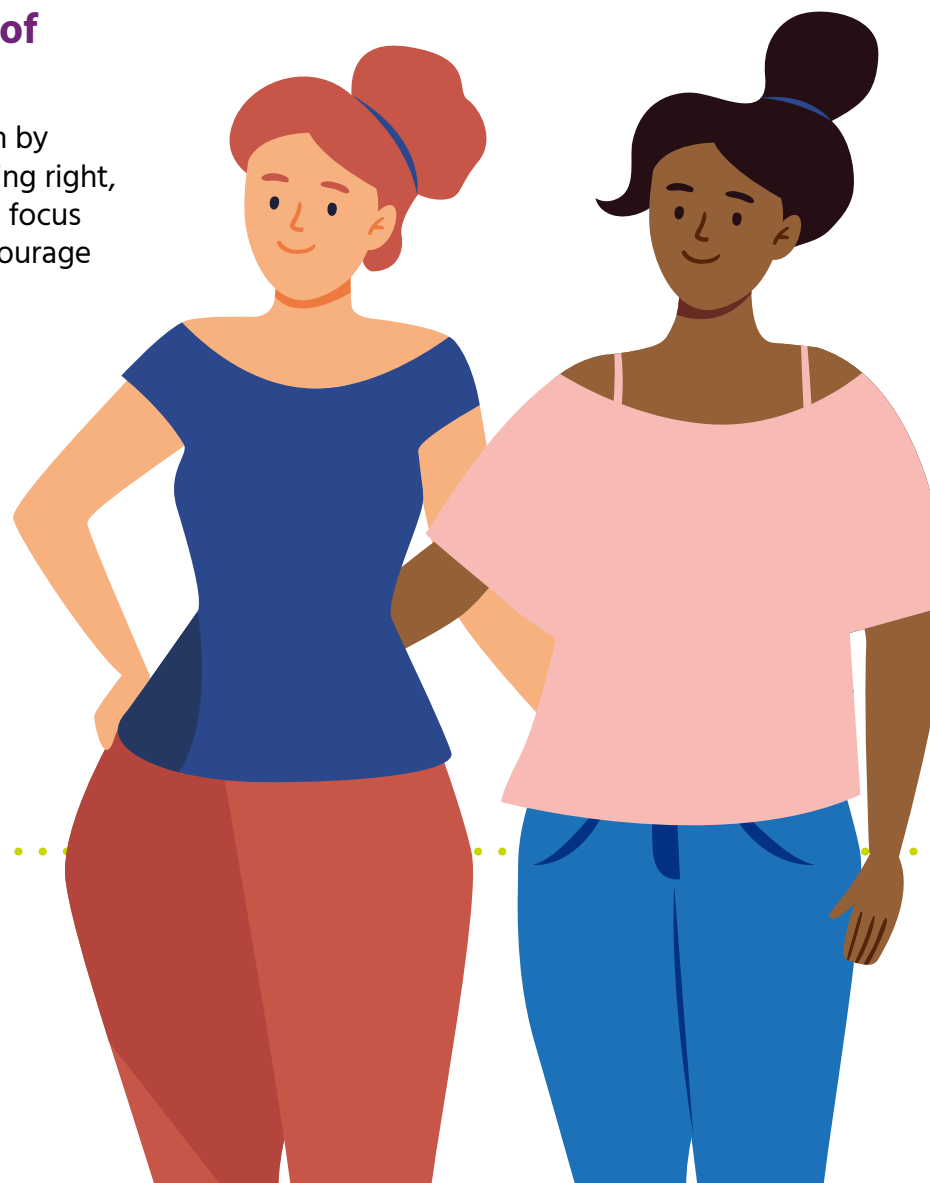
Celebrating Disability History Month: A Journey of Awareness and Inclusion

Our Inclusivity Groups were keen to support Disability History Month by providing information and training for colleagues. To get the messaging right, a survey was shared with colleagues asking for ideas about what the focus should be. The mission was simple to share, listen, and learn and encourage open conversations.

Workshops were held on topics including Neurodiversity, Sickle Cell Anaemia, Openness about Disability and How to use Health Passports. Spotlight sessions highlighted our colleagues' unique experiences, offering an honest look at life with a disability. Training was provided on Unconscious Bias and Diversity in the Workplace. These sessions were supported by a series of fact sheets designed to be concise and informative.

The sessions were well attended and excellent feedback was provided about the style and content.

The Inclusivity Groups have also supported a range of activities including Pride Month, Black History Month and South Asian Heritage Month.



A focus on Learning Disability and Autism

Locala has a commitment to prevent discrimination against people with disabilities, which includes people with a learning disability, autistic people, or both. Over the past year there have been many highlights in this area including launching our first policy supporting people with Learning Disabilities and Autistic People.

Our colleagues have been able to access a wide range of training and monthly briefings and last year Learning Disabilities and Autism training become mandated for all Locala colleagues.

An area of focus for Locala's Clinical Lead for LD & Autism Lead, Preeya Patel has been to support Annual Health Checks (AHCs) for people with a learning disability. Evidence suggests that AHCs are effective in identifying unmet health needs, and NICE guidance on mental health and people with learning disabilities explicitly recommends AHCs.

This Enhanced Service is designed to encourage GP practices to identify all patients aged fourteen and over with a learning disability, to maintain a learning disabilities 'health check' register and offer them an AHC. An audit of AHCs was undertaken at Locala GP Practices to review against Public Health England (PHE) quality checking, and ensure adherence to clinical guidelines.

The audit highlighted that the standards and criteria for AHCs were not fully met. Resulting from the audit, an action plan was jointly developed with the Practice Manager and SWYFT Strategic Health Facilitators. One of the recommendations was to personalise communication approaches to support patients with a learning disability to attend their AHCs. The practice manager and comms team worked to produce a video to send to patients to support them to attend their AHC.

Kirklees Involvement Network (KIN) support people with a learning disability to have a say about things that affect them. KIN members gave feedback about the video and changes were made to reflect what they said. They thought a video like this would be beneficial for every appointment they go to.



Partnership with Honeyzz Diabetes Support Group

Honeyzz Diabetes Group is based in Huddersfield and support anyone living with Diabetes who would like to learn more about their diagnosis and how to manage it. The group was established over 20 years ago, initially to support the local black and Asian community and has grown to become one of the leading diabetes networks in the area.

Honeyzz Chair, Carl Ambrose, is passionate about raising awareness of pre-diabetes and diabetes and is delighted to be working in partnership with Locala to reach a wider audience. This has been made possible by using Locala’s clinical van. Carl told the engagement team that he and the group have had a vision for a long time about being visible and on the road, and working with Locala is making that dream become a reality.

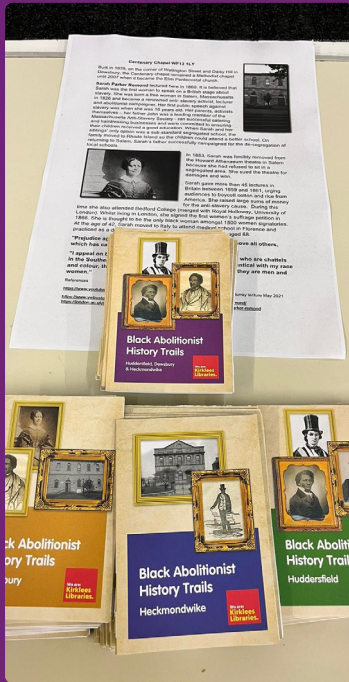
The aim is for Honeyzz to visit areas where diabetes is more prevalent, speak to people about the early signs, carry out testing and share information and advice.

The engagement team and Honeyzz have formed a strong relationship and have been out into the community at Northfield Hall, Deighton Carnival and Locala’s Community Event offering diabetic health and wellbeing checks. They also attended a session with Locala’s Diabetes Team to discuss up-to-date information on diabetes health to support their work in the community.

The team at Honeyzz are key partners in Locala’s health inequalities work and we look forward to more exciting activities in the future.

SPOTLIGHT

The Black Abolitionist Trails are a joint project with Kirklees Council, Kirklees Libraries, Elim Church and Locala’s Race Equality Network. This project has helped build stronger links with local communities, celebrate multicultural history in Kirklees, promote wellbeing and continued to develop our partnerships across Kirklees. Special thanks go to Dr Hannah Rose Murray who provided the original research for the project.



Our environmental impact



Locala's Environmental Sustainability



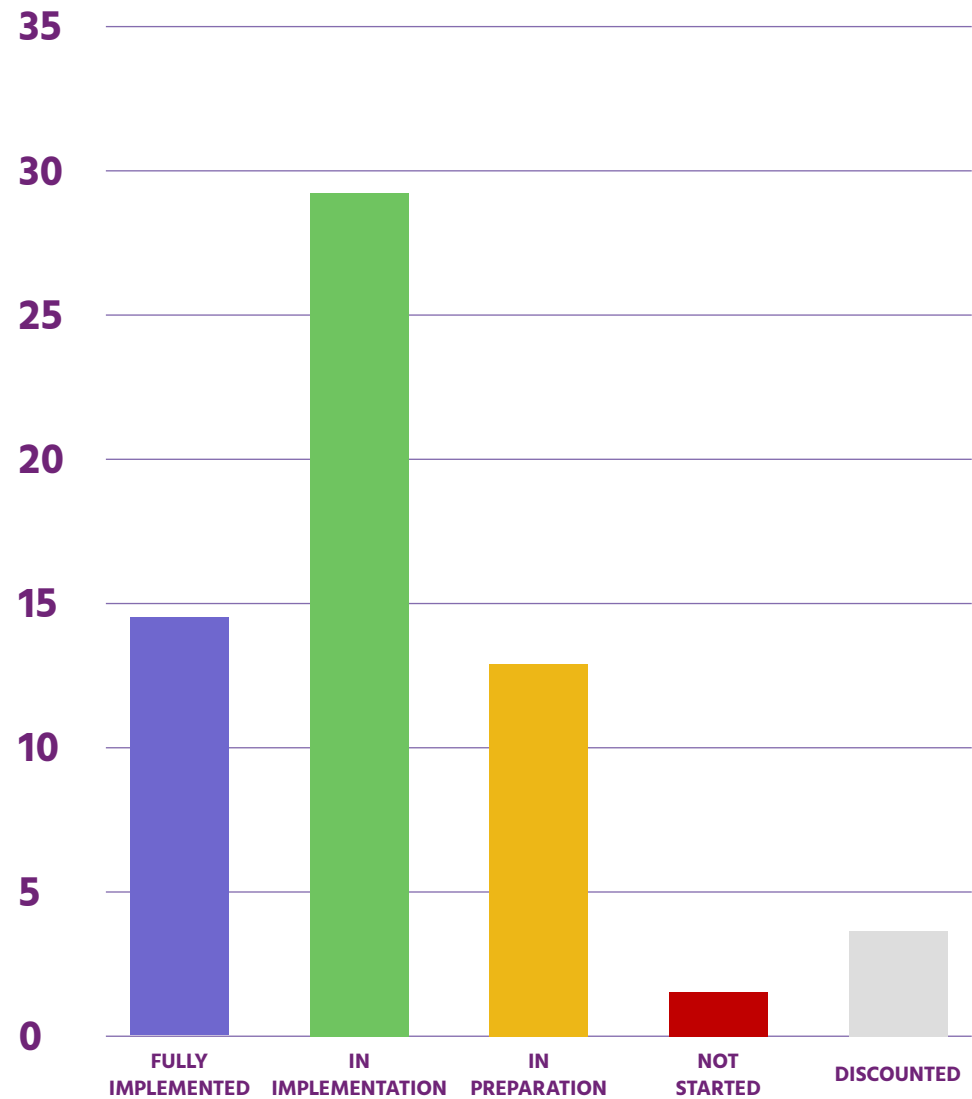
Following the introduction of the Green Plan in 2022, encompassing 61 initiatives centred around:

- Workforce and system leadership
- Sustainable models of care
- Digital transformation
- Transport
- Estates and facilities
- Procurement and supply chain
- Medicines
- Adaptation

A significant milestone has been reached as Locala has effectively implemented 60% of these initiatives. Over the last year, the Green Plan underwent a comprehensive review and update, strategically designed to facilitate Locala's aims to achieve an 80% reduction in emissions.

Locala remains dedicated to promoting environmentally friendly initiatives by continuing to financially support local green projects. Concurrently, Locala is actively exploring ways to integrate sustainable energy practices throughout its facilities.

Overall Performance



Looking Ahead - THRIVE Strategy 2024-27



Our new strategy

Through our 'Better Lives' Strategy, delivered between 2021 and 2024, we made great strides in supporting those in our communities to maintain their health and improve their quality of life, as illustrated by our patient and family scores.

We are providing more services to more people and communities, including the expansion of our sexual health services into Greater Manchester, and retained our largest community services contract which provides us with significant stability for the next strategic period.

Over the past year we have been working with colleagues and partner organisations to develop our new strategy for 2024-2027 - THRIVE.

Our purpose remains: the pursuit of better lives for those in our communities, supporting people to THRIVE where they live.

In West Yorkshire, we will build on our strong presence by going deeper into our communities and offering proactive solutions to the wider system, especially where we can use our social enterprise status to be creative and innovative.

In Greater Manchester, we will seek opportunities to widen our service provision and reputation to become an established system partner.

Growth may come through publicly funded contracts (NHS and local authority), and we will continue to seek out these opportunities. We will also look beyond publicly funded work and develop self-funded services, allowing us to use any surplus from this work to further drive the health inequalities agenda.

Our strategy is outlined on the next page and to see the full strategy please visit

www.locala.org.uk/about-us/what-we-do/thrive-strategy





Our 2024-2027 strategy in a nutshell

Purpose

We support people to thrive where they live

Mission

We provide exemplary, seamless and continuously improving care. We partner with others to reduce health inequalities and the demand for acute services. This makes us indispensable to people, partners and places.

2027 Ambition

We aspire to be a leading provider of health and care services in the communities we serve, exhibiting exemplary quality in everything we do. By 2027 we will have:

- Established Locala as a key strategic partner in tackling the root causes of health inequalities in our local communities
- A diverse workforce that is the most inclusive and engaged of any community health and care provider in the areas we serve
- Significantly improved productivity, supporting many more people where they live
- A reputation for our agile and dynamic culture, making full use of our social enterprise status
- Self funded health and care services to meet community needs and improve our financial sustainability

Strategy

WHERE WE WORK

West Yorkshire and Greater Manchester

WHAT WE DO

Publicly and self-funded health and care services, in integrated delivery and partnership across our five Places

HOW WE SUCCEED

Better care every day

- 'Safety through learning' culture
- Trauma informed organisation
- Co-produce accessible, inclusive and responsive services
- Innovation embedded in services

Empower our colleagues

- Create a culture of belonging
- All managers are 'Locala Leaders'
- Strengthen workforce pipeline
- Increase diversity of our leadership
- Data and governance processes fit for purpose
- Tech-enabled productivity

Serve more communities

- Dedicated health inequalities team
- Integrated alliance partner in West Yorkshire
- Treble scale of services in Greater Manchester
- Self funded services
- Partnerships, alliances, merger

Values



Caring



Ambitious



Part of It

Annual Review 2023/24

Locala
Health & Wellbeing

Locala Community Partnerships CiC
Registered in England and Wales. Company no. 07584906.
Registered Office: Beckside Court, Bradford Road, Batley WF17 5PW

