

Annual Review/ Social Impact Report 2020/21



-
- 3. Introduction**

 - 7. Who we are**

 - 10. Delivering high quality care**

 - 12. Locala's response to Covid-19**

 - 20. Social impact**

 - 26. Projects supported by Locala's Community Fund**

 - 30. Our colleagues**

 - 33. Volunteers**

 - 35. Equality, Diversity and Inclusion**

 - 37. Service users and our communities**

 - 41. The future**

Introduction

This is Locala Health and Wellbeing's review of 2020 to 2021.

This is Locala Health and Wellbeing's review of 2020 to 2021. A year like no other for the healthcare sector. The report demonstrates our response to the year, an overview of some of the services delivered, and as we are a social enterprise, details of the social impact that has been delivered.

2021 was the final year of our three year strategy, and the build up to the launch of our new Better Lives strategy to take us to 2024. A great deal has been achieved with many of the objectives met and exceeded, delivering a positive impact for colleagues and service users. The work achieved this year is included in the relevant sections in this review.

This review is part of a suite of reports about the year 2020-21. The others being the Quality Account, Financial Statement and the CiC report. These are available on the Locala website.



“ **The impact of Covid 19 has been devastating for communities and been an incredible challenge for healthcare systems.** ”

However it has also shown many aspects of the health and care system at its best. Locala colleagues have responded with outstanding dedication and skill; clinicians and managers have gone above and beyond to rapidly develop new ways of delivering services safely; and we have joined forces with system partners to offer each other mutual aid and ensure continued provision of essential services through partnerships and collaboration. Covid 19 has demonstrated to us how critical it is to support communities to stay healthy, well and resilient and has shone a spotlight on health inequalities.

I have been incredibly proud to be Chief Executive of Locala in this unprecedented year. Despite the challenges there have been many highlights, including Locala being shortlisted for Community Provider of the Year in the Health Service Journal (HSJ) Awards.

I would like to take this opportunity to thank colleagues for all that they have done, and continue to do, and I am excited about the future. There are some big changes, and challenges, ahead in the form of the new Health and Care Bill, but we are embracing these as a positive and an opportunity to develop more integrated services for the communities for whom we care. ”



Karen Jackson, Chief Executive

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

“ Locala colleagues have done a fantastic job in an incredibly difficult year.

The fact that 97% of service users responding to the Friends and Family Test said that Locala services were very good or good is great to see, possibly this year more than ever given the challenges faced by the healthcare sector. I also enjoy seeing the many patient stories now shared across the organisation – the positive ones, but also those less positive ones that have directly led to improvements being made.

The work done to continue to support communities, and develop a response to the Covid pandemic working closely with our partners has been phenomenal. We can now build on the work and learning from this year, and take it forward as we start to deliver our new, ambitious three year strategy.

I thank every Locala colleague for their role this year in supporting service users, our wider communities, and each other.

”



Diane McKerracher, Chair

A handwritten signature in black ink, appearing to read 'D McKerracher', written over a white background.

Who we are

“As a social enterprise we believe in supporting people to have better lives by investing all of our resources into local communities”

Locala is proud to be a social enterprise, delivering high quality healthcare services to communities in Kirklees, Calderdale and Bradford. Our colleagues, in partnership with community representatives, make key decisions about the services we provide and how we support our communities.

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

As a social enterprise we are in the good position of having the flexibility to tailor our services to meet the needs of our communities. We work in partnership with our service users, GPs, social services, the voluntary sector, other local NHS organisations and local authorities to deliver a coordinated approach to care and support.

This year we are very proud to have been shortlisted as Community Provider of the Year in the Health Service Journal Awards.



Our year in numbers

These numbers are included to give a taster of the scale of the work tirelessly delivered by Locala teams, against a backdrop of a global pandemic.

Childhood immunisations delivered to under 5s

22,065

Number of Covid screening appointments done

8,388

Number of appointments carried out by district nurses

307,657

School immunisations delivered

32,535

Number of Lateral Flow Tests distributed

3,045

Percentage of front line colleagues that had the flu vaccination

88.4%

Number of people treated by the Calderdale Virtual Walk In Centre

2,269

Number of front line colleagues that had the flu vaccination

890

Facemasks and visors worn by colleagues

1,000,000+

Delivering high quality care

Providing the highest quality care for our service users is fundamental to all we do.

Our CQC rating of Good in March 2020 demonstrates our success in this area, and this year there have been a range of projects that have further enhanced the care that we provide.



- Clinical induction and preceptorship have been launched for all clinical services. This means that all our clinical colleagues are receiving consistent information on joining Locala, and all clinical colleagues have support for their learning and skills development. This goes towards ensuring high quality and safe care for all our service users.
- Locala's Safeguarding service achieved the Leaders in Safeguarding Award accreditation. This quality mark celebrates and supports achievement in highly effective and robust safeguarding arrangements. It is awarded to organisations in recognition of their provision, practice and commitment to keep children, young people and vulnerable adults safe.
- An annual quality improvement workplan for all Locala services has been developed, with 300 colleagues accessing Quality Improvement training.
- A new integrated approach to Intermediate Care beds known as the Kirklees Independent Living Team (KILT) launched with partner organisations. This means that all patients come through one route, and are directed to the service that best meets their needs.
- The Urgent Community Response (UCR) Service launched. This service aims to see patients with urgent care needs within a 0-2 hour time frame with the aim that an admission into hospital can be avoided. It is a service delivered in partnership by Kirklees CCG, My Health Huddersfield, Local Care Direct, Kirklees Local Authority, Kirkwood Hospice, Third Sector Leaders and Locala.
- The Locala Health Visiting service in Calderdale, together with Calderdale Maternity services were jointly awarded The Baby Friendly Achieving Sustainability Gold Award by Unicef.

*Photo taken pre-Covid 19 pandemic

Locala's response to Covid-19

A timeline of partnership working to support vulnerable patients in Kirklees:

When	What was done	The impact it had
April 2020	Introduction of a new discharge process for patients coming out of hospital.	Locala worked with the local authority to ensure that every patient coming out of hospital gets assessed, so that they receive the support appropriate to them, and is monitored for 6 weeks to avoid them having to go back into hospital. The result is people come out of hospital more quickly, and rarely need to go back in.
June – August 2020	Flexibility introduced to the use of Intermediate Care Beds.	Rather than continue to be prescriptive about which beds in Kirklees were used by the local authority as care beds, and which were used for Intermediate Care (ie a higher level of healthcare and support) all available beds were used flexibly for whatever was required. Staff from the two areas also changed to work more flexibly, working in seamless teams to provide whatever the patients needed, and caring for patients with Covid.
Summer 2020	Change to the management of IV Fluids to keep patients out of hospital.	Patients in care homes requiring IV support and fluids were kept out of hospital by a joined-up approach between the hospital and Locala. Patients were cared for on a virtual ward, receiving daily checks from Locala, under the care of a hospital team, before being discharged back to the care of a GP.
September 2020	Launch of the Kirklees Integrated Living Team (KILT) shared hub.	A partnership approach was established for all intermediate care services. All patients now come through one standard process, so they can be directed where best meets their needs, rather than being referred straight into one service that might not be the most appropriate.
September 2020	Care Home Support Team launched in North Kirklees.	Until now there had only been a Care Home Support Team in Greater Huddersfield so a team was introduced in North Kirklees. In response to Covid Locala's Care Home Support Team's ensured all patients had an advanced care plan that looked in detail at what the patient would need long term, and planned any end of life wishes.
September 2020	The Discharge Team was enhanced.	Working with the local Clinical Commissioning Group (CCG) a specific team with a range of disciplines was established, to support patient discharge from hospital.
October 2020	Launch of the Urgent Community Response (UCR) Service.	A partnership was established to deliver a new under 2 hour response service in Kirklees for frail patients in need of help. The UCR is made up of Locala, GPs, Local Care Direct and the local authority.
November 2020	Launch of the discharge hub.	The work underway to improve patient discharge from hospital started to be supported by an admin team, improving the process of ensuring all patients were monitored, and continued to receive the support they needed.
November 2020	Launch of the discharge support service.	It was observed that patients were coming into an Intermediate Care bed from hospital and not being seen quickly enough to prevent any deterioration. A team of nursing therapists was therefore introduced to work with these patients. This work is now being introduced for patients in their own homes as well as Intermediate Care beds. This work is proving very successful in preventing re-admissions to hospital.
April 2021	Launch of a new process for patients recovering from Covid.	Additional support was introduced for patients still suffering complications from Covid after 12 weeks. The support available includes mental health and specialist hospital support.

In Calderdale the Walk-In Centre moved to be a virtual service.

Patients could contact the service via phone and video call, and appropriate treatment was agreed and implemented. 3045 patients have been treated by the virtual service, and feedback has been overwhelmingly positive. The service sees around 25 patients a day. Due to its success the service will continue in this virtual way.

97% of patients told us that the service was very good or good.
Examples of feedback includes:

“Inclusive, friendly, both at initial triage and during consultation”

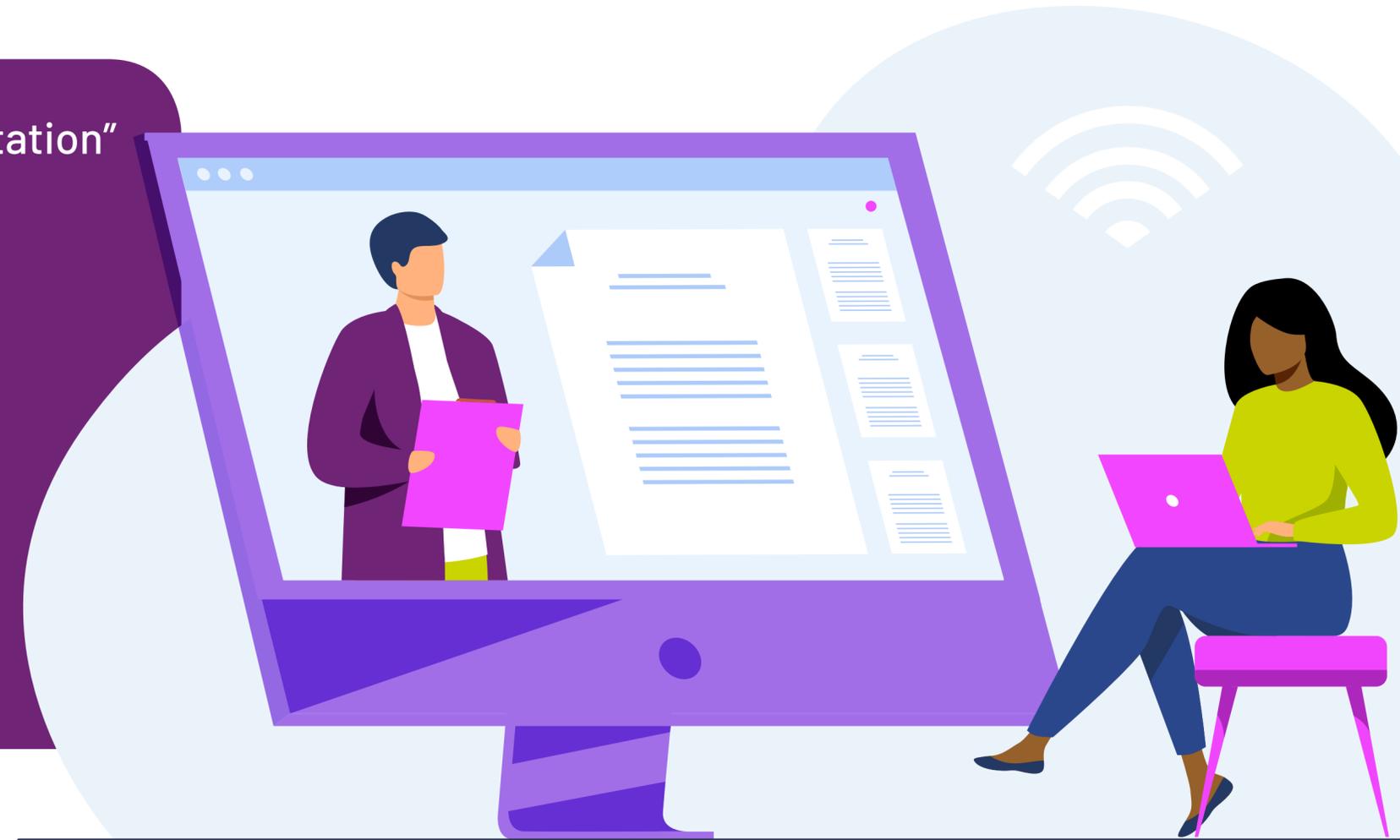
“Everyone was very kind, reassuring, the service was exceptional, and there was no wait time. 10/10”

“Able to explain and show what was going on”

“it's a brilliant service and a brilliant team and I am very grateful to them”

“Quick and good result”

“This service must stay”



Vaccinations

Locala was part of a partnership in February 2021 that opened the John Smith's Stadium large Covid 19 vaccination site. Locala provided a team of vaccinators and aided with medical and governance oversight. As at the end of August 2021 103,781 doses of the Covid vaccine had been given at the site.

Feedback for colleagues working at the site has been overwhelmingly positive and their work to vaccinate the local community has had a significant impact.



"A patient attended that had never had a vaccination for anything after a reaction to a childhood immunisation. A colleague at the site took time to discuss the issue, contact the GP directly and go through a process of referral. The patient returned with an immunology letter not only allowing her to have the Covid vaccine but start all the necessary ones she has missed since she was a baby. The patient said she wished she'd had this input years ago."

"A patient attending the Stadium took the time to tell the team of vaccinators how much he had been waiting for his appointment. His father had been diagnosed with cancer at the start of the pandemic and he hadn't been able to see him for 15 months. The jab had given him his dad back."



**103,781
doses of the
Covid vaccine
have been given
at the site**

"This week an 81 year old patient came in for her first vaccine. She had been putting it off because she was scared of the side effects. Her daughter brought her down and after the vaccination told us that she wishes she had brought her at the start of the year because everyone was so nice and understanding."

"We had a patient with medical PTSD. She came in with her mum who explained how dismissive people were about it. We found out what she needed and removed all the medical equipment, set it up in a way she was comfortable and gave her the vaccine."

"An elderly patient with Down Syndrome had been trying to get her appointment for months but was unable to find a venue. She eventually came down with her carers and got the vaccine. The carers said how efficient and caring we were during the whole process."



Vaccinations

....and so has the feedback from Locala colleagues working at the Stadium

“I've enjoyed the work but enjoyed the people I have worked with more ...don't want to stop now so I'm certainly in for the next roll out.”

“What an experience... so glad to have been part of it with everyone. What an awesome team. Look forward to working with you all again soon.”

“Such wonderful people from all sorts of different backgrounds working so well together. It's been an honour to be part of the team. Looking forward to seeing you all again soon.”

“It has been an absolute pleasure and a privilege to work at John Smiths Stadium and part of the Covid team. I have worked with some amazing people and met some wonderful people.”

“It's been an honour to be part of the team”



Response from colleagues

The response from all Locala colleagues to the pandemic has been phenomenal.

They have provided a continually high level of care and support for patients and communities, dealt with their own personal experiences and implications from the pandemic, and supported each other.

In April 2020, following national NHS guidance, Locala prioritised clinical services and colleagues were redeployed to where the need was greatest. There was excellent feedback for colleagues who redeployed quickly into roles that were completely new to them. In some cases just having those additional team members had an enormous impact on the mental wellbeing of patients.

For example, colleagues supporting the Intermediate Care Team (beds for patients not quite poorly enough to be in hospital) were able to provide social support to isolated patients in their own rooms with no visitors.



Examples of feedback about redeployed colleagues



"Anita continually has gone above and beyond to ensure the team are able to meet the demands on ICCTs by offering to visit patients not just for catheter and bowel care but also co-ordinating her team with additional woundcare skills to join teams with high demand. Some of this has been at very short notice and Anita has provided support and leadership with the continence team and to ICCT team leaders to ensure despite constant staffing pressures, the essential visits were maintained. Anita is a true team player and is a credit to the team, as are her colleagues."

Anita Cullimore redeployed to the Community Nursing Team

All Locala teams were very quickly enabled and supported to use video consultation methods, and to run group patient sessions via video, ensuring care could continue without risk of infection.

Locala's Organisational Development Team set up a range of innovative initiatives to support the wellbeing of Locala colleagues through a difficult time. These include Wobble Rooms where any colleague could go and have a chat either in a group or one-to-one, sometimes with a trained counsellor, and access to a counselling helpline. There was also a Wellbeing Tree on the Locala internet where colleagues could post comments about how they were feeling, both good and bad. Locala's Communications and Engagement Team put on social quizzes in the evening so that colleagues that felt isolated through lockdowns had something sociable to do in the evening.

"Tracy was redeployed to the immunisation team at the start of the pandemic. I have worked with Tracy over the last few months. She works in a very professional manner, adapting her existing skills to the new role. She is helpful within the sessions going above and beyond to contribute to the smooth running of the sessions, both in the planning and implementing of the programme. She does everything she can to support all staff including bank staff like myself so that the sessions are a success."

Tracy Wright redeployed to the Immunisation Team



Support for communities

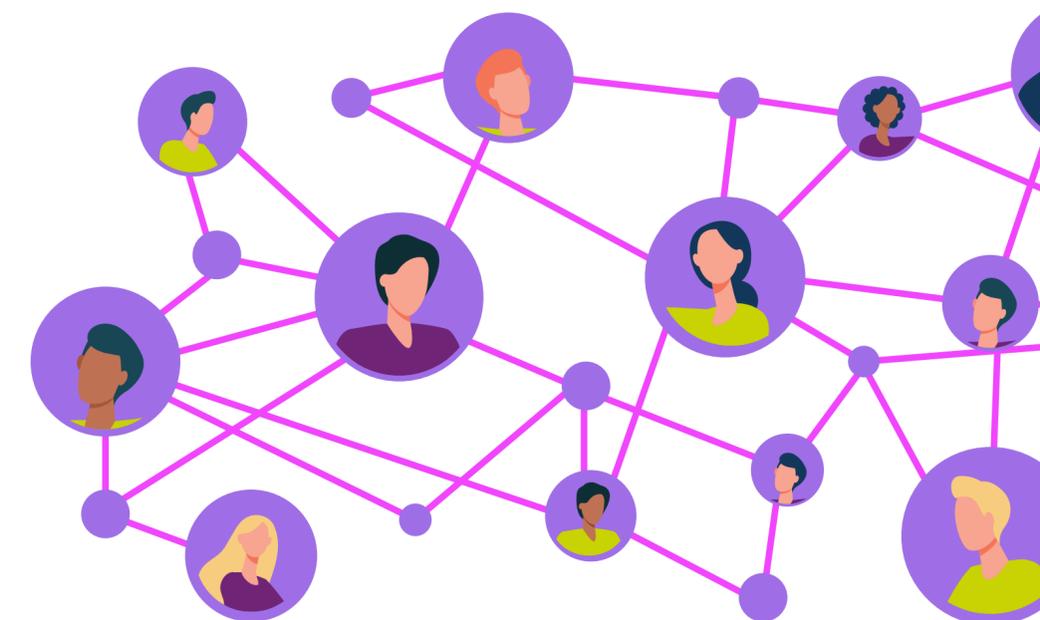
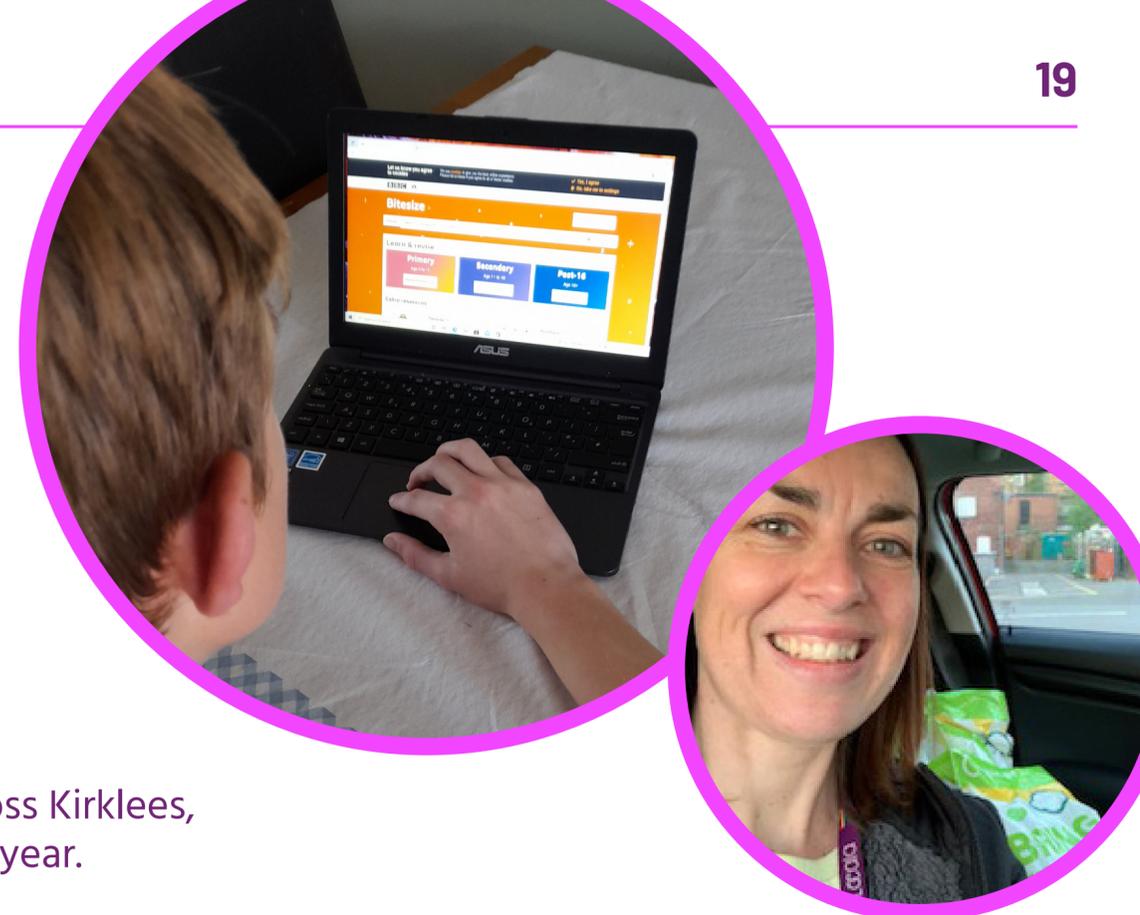
As a social enterprise Locala was well placed to develop and support initiatives to enhance support for communities through the Covid pandemic.

This was done in a number of ways that included additional funding to support partners in the voluntary sector struggling as a result of Covid. **£75,000** was given to The Kirkwood Hospice at a time of great need for them and an additional **£23,144** was given in small grants to voluntary sector organisations across Kirklees, Calderdale and Bradford. This was on top of the **£28,157** given through the Community Fund early in the year.

A network of relationships was strengthened with the voluntary sector in Kirklees, through work with Third Sector Leaders, and the Community Anchor organisations. This was done to better understand local need, and to enable conversations with Primary Care Networks to develop community projects with their support and engagement.

At the start of the pandemic Locala's Engagement Team turned their work to ensuring services could access additional support for vulnerable patients. Where required the team themselves took food parcels or made befriending calls to ensure isolated patients were supported. A colleague befriending scheme was established where isolated colleagues were supported by Locala's Volunteering Team to give their time to phoning isolated patients. This initiative has now been running successfully for more than 12 months.

In partnership with local authorities more than 700 laptops were purchased for pupils working at home in Kirklees and Calderdale, and a digital inclusion project was launched in partnership with Third Sector Leaders in Kirklees, to give access to technology for those who might be isolated.



Social impact

Locala has a Social Value Committee, and a commitment to spend up to 50% of the financial surplus made in the previous year on community projects delivering social impact. The following are highlights from the social impact work done this year.

Economic

Approximate value: £702,770 plus the value to individuals of the work supported, career opportunities given, and positive benefits of access to technology.

- Financial support given to charity partners including The Kirkwood and more than 20 local community organisations. **Value: £126,301**
- Introduction of a new graduate internship manager, and nine new intern roles for graduates whose career choices were affected by the pandemic. **Value: £238,000 plus the value to individuals of the work experience and career opportunities, and the work they do to support health services and thereby patients.**
- Funding for laptops for pupils in Kirklees and Calderdale. **Value: £232,000, plus the value to families of having access to technology so pupils can continue to study from home.**
- The “Digital Inclusion Project” launched in partnership with Third Sector Leaders in Kirklees, and managed by the community anchor organisations, provides technology, and support to use it, to those in need. **Value: £88,469 plus value to those individuals to benefit from the technology.**
- Locala is committed to ethical trade by integrating ethical trade principles into our core procurement practices. We aim to procure locally where we can.
- As a levy paying organisation, apprenticeships are central to developing colleagues within Locala. Working with approved, local providers we provide apprenticeships to support entry level roles through to advanced clinical practitioners at master’s level. **In 2020-21 there have been 17 apprentices taken on, 11 colleagues completing apprenticeships, and 4 colleagues with apprenticeships underway.**



Social

- A focus on personalised care and support planning with patients has resulted in 33% of patients with two or more long-term conditions stating they are now more confident in managing their conditions.
- This year 35 people volunteered with Locala, and gave 73.5 hours to support services (nb. The level of volunteering this year was badly affected by the pandemic with most volunteers stood down for most of the year). A new colleague volunteering programme was also launched, building on the success of the colleague befriending initiative which saw nine colleagues give more than 340 hours to supporting 13 isolated individuals. The approximate value of this using a social return on investment model is £5,464.
- In March 2021 Locala started a 12 month sponsorship of the Give... A Few Words letter writing scheme to a value of £12,342. This project encourages people to write a letter, or draw a picture, which is then sent to an isolated individual either in a care home or in the community. Feedback for this initiative has been overwhelmingly positive. There are approximately 70 letter writers signed up, including Locala colleagues, and around 60 letters posted each month. This project will be fully evaluated in April 2022.

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“I can't put into words the impact these wonderful letters and pieces of art have had on our clients. These are people who have been isolating for over a year, missing any kind of socialising and of course friends and loved ones. The feedback (from the people we support) is heart warming and has really helped people to know someone has taken the time to write a letter to them and also really uplifted the team too.”

Charity working with isolated people across Kirklees

”



- This year has seen a focus on how carers can be better considered and supported. Work has included: signing up to the Working Carers Passport through West Yorkshire and Harrogate Health and Care Partnership; Locala’s Safeguarding Team running workshops for colleagues; ensuring Locala teams understand how to recognise carers and signpost them to local support networks; capturing and sharing carer’s stories, monitoring feedback from carers to pick up themes that need addressing; and creating a package of support for colleagues who are carers. Locala is represented at the Kirklees Carers Consortium and Kirklees Carers Strategy Group and work with partnership organisations such as Carers Count, The Kirkwood and Barnardo’s to ensure the carers voice is heard.



“At Carers Count we work alongside Locala on a number of joint initiatives. We have always found that Locala are open to working together in partnership to better reach out to and support carers. In 2021, we ran a pilot engagement session for carers in Kirklees with Locala and The Kirkwood and will be working to develop this partnership further. Locala are active supporters of Carers Week to recognise the hard work carers have put in especially this year during the pandemic. It is great to see Locala represented at various different partnership meetings and we value their contribution to the work we do with carers.”

Heather Ellis, Service Manager, Carers Count



- A project in partnership with charity Local Services 2 You has seen Locala health visiting colleagues train the charity team to run baby weigh clinics, allowing for more parents to benefit from this provision. Scales were also donated by Locala so that sessions could be helped, with the offer of ongoing support.

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Teams across Locala also took it upon themselves to deliver social impact in a wide variety of ways.

Some of this includes:

- Support and guidance given to The Mission homeless charity in Huddersfield, and sponsorship of their valuable Meal Voucher scheme for vulnerable members of communities
- Work with Cloverleaf Advocacy Service, to understand how to develop and use Easy Read to improve communications
- More than 200 potentially socially isolated patients have had support from Age UK following referral from community nursing colleagues
- A virtual yoga session was provided to colleagues from social enterprise UmbrellaYoga, and the cost of a session for a learning disability group also donated
- Supported Better Eat Food Service with the design and print of a leaflet and posters to promote their sessions
- Produced a promotional video for Young at Heart to support their work , and advertised volunteering opportunities for Young at Heart
- Virtual Macmillan Coffee Mornings were held by teams, and a virtual gardening session was held for Locala colleagues and members in partnership with LS2Y Create Space for The Great Get Together
- Locala colleagues have supported communities by: volunteering for foodbanks; undertaking litter picks; doing sponsored swims/runs/haircuts; and holding collections of items to support patients and worn out colleagues, sometimes in other organisations.



Environmental

- A Climate Response Strategy has been developed for Locala, and a Climate Response Group established with a cross section of colleagues. Processes are now in place to monitor energy usage and CO2 emissions, which means in future there can be scrutiny on reductions and how these are being achieved.
- In 2021 Locala invested in a sustainable wood in Nidderdale. This will absorb 4000 tons of CO2. In time this will be enough to balance out the usage of the organisation and for Locala to become carbon neutral (purchasing the wood cost £17,616 and is currently offsets 13.5% of our carbon production).
- There was a reduction in miles travelled by colleagues of 50% in this year compared to 2019-20. Whilst this was largely driven by the Covid pandemic this is something the organisation will now build on to minimise travel by car in future years. 1.5 million miles were travelled by car in 2019-20, this was just 788,000 in 2020-2021. This equates to a saving of 209,022 kgCO2e.
- Teams have been encouraged to undertake volunteering and wellbeing initiatives including gardening and litter picking.



Projects supported by Locala's Community Fund

Projects supported by Locala's Community Fund

Baby Bank Bradford – Bradford - set up to support vulnerable new parents with essential baby items.

Fairfield School – Batley - a special school for children and young people aged 3 to 19 years. The school are developing a sensory garden for all the children, most of whom are wheelchair users or have multi-sensory impairments.

Halifax Wheelchair Tag Rugby FC – Halifax - club provides opportunities for people in Calderdale to participate in Tag Rugby League and other activities. The group have developed a programme to inspire disabled and non-disabled leaders/coaches.

PRISM Youth Project – Bradford - project works with young people ages 12-21 in the Bradford District. They offer evening and half term clubs to engage young people in the local community engagement.

Sorted Church – Bradford - empower young people to fulfil their learning potential, to discover the value in their own lives and be part of the community around them.

Down Syndrome Training and Support Service – Bradford - group provide support, advice and training to parents, carers and professionals of young people with down syndrome.

Sticky Fingers Pre-School and Out of Schools Club – Halifax – funding will go towards offering children with special educational needs free holiday play sessions, allowing the children to socialise and offering some respite to parents.



Memory Tree CIC – Bradford - provide dementia support to the local community. They usually hold monthly meetings for those with dementia and their carers.

Unique Ways – Halifax - support parents and carers of young people with disabilities and additional needs.

Disability Support Calderdale CIC – Calderdale - run by and for disabled people and offer support with benefit and housing issues.

Young at Heart – Batley - support group, who work with the elderly and isolated within Kirklees. They usually hold weekly meetings to allow people to socialise, make new friends and learn new skills.

Batley Community Outreach Centre – Batley - provide weekly activities to give local people who are isolated and lonely the opportunity to connect with community life and meet new friends over a meal.

Calder Community Cares – Calderdale - established in response to the Covid-19 pandemic and they provide support to people in Calderdale with a range of needs. They provide a dedicated volunteer to each person they support.

Dewsbury Memories – Dewsbury - a network of sporting and social reminiscence groups, based in sports clubs for sufferers of memory loss illnesses and those who are socially isolated.

Our Neighbourhood Nest – Dewsbury - community group supporting vulnerable families with hot meals and food parcels.



Bread of Life Drop in Centre – Huddersfield - run a relief centre from the church, providing food parcels and other necessities, hot meals and a safe space for service users to come together and access support services to help them with a range of needs.

Purpose of Life – Batley - working with homeless people by providing hot meals and running a food bank. Funding will support their food parcels.

Wrose Dementia Friendly Community Support Group – Bradford – work to increase awareness and understanding of dementia and the difficulties faced by those living with dementia and their carers.

Better Eat Food Service CIC – Bradford - provide hot meals to those in sheltered living and housing complexes.

Covid-19 Help and Support Group – Birstall - Since the start of the Covid-19 pandemic, the group have been running a food share for local families in the Birstall area.

BBEST Community Hub – Batley – a collaboration of 22 local schools in the Batley area, working with Health Services, Social Services and local community groups to bring support into the area for our families.

Primetime at the Vine – Bradford - provide services to people of all ages but primarily work with children, disenfranchised young people and the elderly.



Photos courtesy of: Better Eat Food Service CIC

Our colleagues

At the end of the year 2020-21 Locala was awarded Investors in People (IIP) 'We invest in people' Silver Award.

This puts Locala among the top 20% of companies nationally when it comes to how we lead, support and develop colleagues.

The Investors in People award follows a thorough assessment of how Locala supports and develops colleagues, with more than half the organisation's colleagues taking part in the assessment. The report shows positive improvements in key areas made over the three years since the last IIP assessment including:

- training and development
- career pathways
- wellbeing support
- flexible working
- visibility and access to our senior leaders
- strengthened approach to governance and continuous improvement



Paul Devoy, CEO of Investors in People, said:

"We'd like to congratulate Locala Health and Wellbeing. Silver accreditation on 'We invest in people' is a remarkable effort for any organisation, and places Locala in fine company with a host of organisations that understand the value of people."



In 2020 the Locala colleague survey showed an increase of 10% in the number of colleagues that would recommend Locala as a place to work. There has been a significant focus on colleague development and wellbeing in the last 12 months. Initiatives for colleagues include:

- A new pilot appraisal process with a focus on maximising potential conversation has been tested with a cohort of Locala colleagues, and is due to be launched to all colleagues in 2021.
- Locala's colleague wellbeing programme – "FIVE" – was launched in October 2020, with a series of interactive wellbeing workshops, and the Wobble Room has supported 238 colleagues so far.
- Sixteen mental health first aiders have been trained to support colleague wellbeing.
- Locala's Nursing Framework has been launched, which provides structured development opportunities for clinical colleagues, and clarity on career pathways.



Graduate Interns

As part of Locala's commitment to social value, and in response to the challenges Covid created for young people setting out in their careers, a Graduate Internship Programme was developed and launched.

This provides local graduates with the opportunity to take the first steps on their employment journey, develop their skills and talents, and gain real-life work experience. The Programme aims to support the aspirations of young people and establish Locala as an employer of the future, and since May 2021 nine Graduate Interns have been welcomed into the organisation.

Graduate Interns support a variety of Corporate teams from Business Development to Colleague Engagement, Communications to Estates, Executive Management to Medicines Optimisation and Organisational Development to Transformation. Most have been recruited from local universities, including The University of Bradford, The University of Leeds, Leeds Beckett University, Leeds Trinity University and The University of Huddersfield, which has further developed our partnership working with educational institutions.

The internships enable graduates to develop their skills and talents in a professional and challenging yet supportive environment, and provide Interns with access to a range of opportunities designed to support their personal and professional development, including Coaching, Leadership Development and Quality Improvement. Interns are part of a Graduate Network which enables them to share experiences and support their peers.



Volunteers

Some of our volunteers have been able to continue to offer support to our patients and services even during the Covid pandemic.

When the Covid pandemic hit all volunteers in face-to-face roles were asked to take a temporary break. With the remaining volunteers able to fulfil their roles either as telephone breastfeeding or maternal low mood peer supporters, or providing peer support through a newly-established private Facebook group.

Despite the temporary suspension of all face-to-face volunteering, the Volunteer Team has remained engaged with volunteers; keeping them updated with service changes throughout the pandemic, offering them virtual refresher training and telephone catch-ups, informing them of wellbeing opportunities as well as alternative volunteer schemes being run nationally by the NHS and locally by Kirklees, Calderdale and Bradford Councils.

The Locala Volunteering Team offered support within the community at the start of the pandemic by delivering shopping to socially isolated and vulnerable patients and instigated regular telephone calls to those volunteers who were living alone, some of which are still taking place. The Team also recognised the need for patients to receive telephone befriending calls, to prevent loneliness during the lockdown period, so established a new Colleague Telephone Befriender role. To date more than 340 calls have been made to 13 patients via a team of 9 colleagues, who act as a listening ear, share activity ideas and resources, make referrals to Locala's services or signpost to other organisations where appropriate. Both the patients and the colleague volunteers look forward to their calls each week and one patient described the calls as 'a lifeline'.

The Locala Volunteering Team have also established a partnership with 'Give...A Few Words', a brand-new letter writing scheme set up to recruit volunteer letter writers to write a one-off positive, uplifting letter to a care home resident they are matched up with. A number of Locala volunteers and colleagues have signed up to the scheme. Reducing social isolation is a large part of Locala's strategy, and our colleagues support patients living in care homes, so we are proud to be working in such a partnership.



One patient described the calls as 'a lifeline'.

Equality, Diversity and Inclusion

There has been an important focus on equality diversity and inclusion this year.

BAME, Disability & Living with Long Term Conditions, and LGBTQ+ Steering Groups have been established, led by colleagues, to improve employment experiences for colleagues.

An amalgamated Locala Inclusivity Group meets monthly and brings together representatives from each group and the Board to work on Strategic Priorities.

The Steering Groups have helped guide the writing of our Equality, Diversity & Inclusion Policy to ensure that all colleagues feel protected and supported, guided us when completing our Workforce Race Equality Action Plan (WRES) and been part of our Interview and Selection Panels for Senior Leadership roles, along with many other projects along the way.

Colleagues have also been instrumental in the implementation of a new bespoke Equality, Diversity & Inclusion Education and Training package. Locala colleagues were asked what is important to them, and representatives from across the organisation are working closely with senior leaders to develop and launch a package of training specifically designed to meet Locala's needs.



Service users and our communities

Locala's Engagement Team works with patients, carers and families to encourage them to share their experiences and to involve them in how we improve our services.

They do this by capturing feedback using the Friends and Family Test, surveys, focus groups, patient stories, Patient Participation Groups and telephone and face-to-face conversations including 'Waiting Room Roadshows' where members of the team visited health centres to speak directly to patients and carers. Whilst Covid has significantly reduced the ability for face-to-face feedback there has continued to be a focus on the importance of understanding the experience people have of Locala services, and levels of feedback have remained high. The team has also continually adapted, for example when it has been appropriate, 'Car Park Roadshows' have been introduced in place of those in waiting rooms so that real time feedback could still be gathered alongside the ongoing collection of surveys and virtual feedback.

An average of 97% of service users this year said that Locala services are either good or very good. Despite the restrictions from Covid, Locala still gained 10,386 responses to the Friends and Family Test, as well as other forms of feedback.

Each service has continued to have its own Engagement Champion who works with our Engagement Team to ensure feedback is discussed at team meetings and the patient voice is at the heart of everything we do. Although the year 2020 to 2021 has been very different, where possible we have continued to capture, and share, improvements made based on feedback.

Covid resulted in changes to how some patients receive their healthcare. To enable us to learn from their experiences we created a survey, 'Doing things Differently'. This was shared with patients, carers and families.

The survey asked if service users had received care in a different way and how they found that experience, both good and not so good. The survey was texted, sent via email, shared on social media, hard copies were available and an Easy Read version created. It was also shared with members and partners.



A total of 591 responses from users of 44 different services were received.

Quotes from some of our service users:



"In this very difficult time, we are all struggling to cope. However, those of us with long-term medical conditions often need a little bit of extra help....I was feeling in a very vulnerable place. I sent an email to my Occupational Therapist, just to see if she could help ... I want to send a massive thank you ... because she responded to my email immediately with a phone call and that much needed advice. Just having someone there to be able to reach out to when things seem incredibly impossible is the most helpful and valuable thing for an individual in my condition."

Adult Therapies

"My Husband died in the middle of April, You have been visiting him three times a week to drain his lung. When Coronavirus struck we were locked down, just the two of us and we knew that he did not have long to live. We could not have managed without the support of your nurses who not only drained his lung but helped and supported us through the most difficult of times. Because of you, my husband was able to die at home with myself and our two sons with him, which is what he wanted. We cannot thank you enough and thank god that your service was there when we needed you."

Adult Therapies

"You are great, putting my mind at ease talking about a private subject is difficult but you make it easy for me and you listen to my bladder and bowel problems and help me look at those problems and break them down into smaller ones I can manage."

Continence

"My husband had the best possible care from the Stoma Nurses based at Fartown. This wonderful team ... managed to make a stressful time a happy experience. We were very grateful for their care and commitment as support was very limited due to COVID Restrictions. Also a big thank you to the evening district nurses who we relied heavily upon for help during a very difficult time."

Stoma and Integrated Community Care Teams

"The nurse has gone above and beyond for our dad. The service has been invaluable to us, you have helped us to help dad and shown dad how to help himself, you can really tell its more than just a job ..., it is her vocation and we can't thank her enough"

START



Quotes from some of our service users:



"I cannot speak highly enough of the fantastic staff in the Podiatry Day Surgery Unit, from the initial contact with the Reception staff to seeing Podiatrists for assessments, and then being put at ease by the Nurses, the Surgeon and team on the day of my big toe fusion operation, I'm certain that I could not have been treated better anywhere. Having attended today for a progress review I was once again impressed by the kindness and understanding of all the staff. A massive thank you to all involved."

Day Surgery

"Just to say I am finally back at work and am so ever grateful for all your input ... – you were the true shining light to helping our whole family see through the nightmares with ... mental health and attendance at school. I am not sure how we would have got through it all without you."

School Nursing Calderdale

"I visited Cleckheaton health centre yesterday ... for my daughter's immunisations.

All the PPE is so unnatural but the nurse we had made it such a better experience. She was lovely. I just wanted to pass on my thanks to her."

Immunisations

"Back when we had our first contact with you in August/September we were really struggling as a family; a lot of this had been heightened by the implications of covid-19 on already difficult circumstances. We felt like there was nobody listening to us about our concerns ... and we we're just talking to one brick wall after another/ one answer machine after another; there was just no support there at all. You were the first professional that actually sat down and listened to us and we can't honestly put into words how grateful we are and have been for all the support we have received from you ever since.!!! I'd like to thank you especially for giving me my voice back and helping me find myself reigniting my ability to support and fight for the needs of my child and ensure we're listened to. You have been a true blessing and lifeline for us and you will be missed as a key support while we are eternally grateful for you getting us to where we are now."

0-19 Team



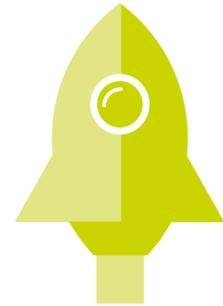
The future

In April 2021 Locala launched a new three year strategy to continue the journey to deliver outstanding care.

As part of this the organisation will start to be known as Locala Health and Wellbeing, better reflecting who we are as an organisation, and we have a refreshed set of values core to all that we do:



Be caring



Be ambitious



Be part of it

The new Health and Care Bill will bring wide-ranging changes to the healthcare landscape, with a greater focus on integration and partnership working. As a social enterprise with the flexibility and experience of working in creative partnerships, Locala is keen on, and working towards, having a new role in the Integrated Care Board for Kirklees. This Board will take a lead on developing, and ensuring the delivery of, innovative, integrated health and care services across the region. There will also be continued work as part of the health and care systems in Bradford and Calderdale.



Locala

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BIRTHDAY

2011 - 2021

**Annual Review/
Social Impact Report
2020/21**

Locala Health &
Wellbeing

Locala Community Partnerships CIC
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