

**TITLE:****DRAFT LONDON BOROUGH OF BRENT LINK HOST CONTRACT IMPLEMENTATION PLAN****AIM:****TO SUPPORT THE ESTABLISHMENT OF AN INCLUSIVE LINK WHICH CAN SERVE THE INTERESTS OF ALL IN LONDON  
BOROUGH OF BRENT****KEY:**

HB - Helen Bedser (Head of Performance & Development)

EL - Elvis Langley (Head of Involvement)

AH - Aisling Howley (Development Manager)

DN - Diane Nestor (Development Manager)

CJ - Carla Julien (Director of Operations)

AR - An Richardson (Head of Human Resources)

HS - Host Staff (to be appointed)

LSG - LINK Steering Group

LINK - Local Involvement Network

<b>OBJECTIVE</b>	<b>APPOINT A SKILLED AND EXPERIENCED HOST STAFF TEAM</b>		
<b>What</b>	<b>Who</b>	<b>When</b>	<b>Outcome / Target</b>
Liaise with LB B to access TUPE information	AH	15 November 2008	TUPE information received
Review employment contracts, terms and conditions and any contractual policies	AR	30 November 2008	Agreement to proceed reached
Obtain copies of sickness, competency & disciplinary records	AH	31 October 2008	Records received
Liaise with LB B to co-ordinate TUPE consultation	AH	30 November 2008	Responsibilities agreed
Agree TUPE letters	AH	07 December 2008	Letter produced
Arrange consultation with staff	AH	07 December 2008	Meeting held
Collect and publish relevant terms and conditions e.g. expense claim policies, mileage rates etc.	AH	30 November 2008	Relevant policies on staff intranet
Prepare competency-based job descriptions and person specifications	HB	01 October 2008	Person spec and JD's in place
Prepare recruitment timescales, inc. advert, shortlisting, interviews and user/volunteer involvement	EL	01 November 2008	R1 completed
Literacy, numeracy and in-tray tests prepared	AH	01 October 2008	Materials prepared
Interview questions prepared	AH	01 October 2008	Questions prepared
Advertisement agreed and circulated to LBB and PCT	AR	10 November 2008	Advertisement placed
Competency screening, shortlisting and interviews	HB, CJ & EL	03 December 2008	All taken place
References, Criminal Record, Employment status checks carried out	AR	15 December 2008	All taken place
Official job offers and contract of employment prepared including terms and conditions and start dates	AR	31 December 2008	Job offers and contract of employment prepared
Develop induction plan for new employees	CJ	31 January 2009	Induction in place

Complete P1 forms for new employees and submit P45 or P46 to HMR&C	EL	31 December 2008	Form completed
Inform Head Office of new staff contact list details; arrange email and intranet user names and passwords	EL	31 December 2008	contact list updated
Identify support system and mentors to ensure new staff [and volunteers] supported by experienced Hestia staff from other schemes in transitional period	CJ	31 December 2008	Support and mentors assigned
Carry out training needs analysis and complete individual induction and training plan.	CJ	31 January 2009	Training needs identified and plans in place to meet them
<b>OUTCOME ~</b>	<b>SKILLED AND EXPERIENCED STAFF TEAM IN PLACE</b>		
<b>MILESTONES ~</b>	<b>HOST STAFF TEAM IN PLACE BY 31 DECEMBER 2008</b>		
<b>OBJECTIVE</b>			
<b>LOCAL OFFICE INFRASTRUCTURE IN PLACE</b>			
<b>What</b>	<b>Who</b>	<b>When</b>	<b>Outcome / Target</b>
Agree lease on identified DDA compliant premises in Brent	CJ	15 December 2008	Lease signed
Consult with staff on new office requirements; order furniture, IT equipment and mobile phones. Arrange training on new equipment (e.g. minicom and webcam) as necessary	EL	15 December 2008	Equipment received
Update insurance schedules	EL	31 December 2008	Schedules displayed in office
Identify health & safety coordinator	EL	31 December 2008	Nominated coordinator trained and in place
Set up project cost centre nominal code	EL	15 December 2008	Codes assigned
Set up petty cash and float	EL	31 December 2008	Float in safe
Arrange for transfer of data files from interim Host	EL	31 December 2008	Secure transit of files
<b>OUTCOME ~</b>	<b>HOST TEAM OFFICE ESTABLISHED</b>		
<b>MILESTONES ~</b>	<b>KEYS TO OFFICE PICKED UP BY 15 DECEMBER 2008</b>		

<b>OBJECTIVE</b>	<b>REVIEW ROLE OF THE LINK STEERING GROUP</b>		
<b>What</b>	<b>Who</b>	<b>When</b>	<b>Outcome / Target</b>
Hold meeting with LINK Steering Group to review terms of reference	EL & HB	15 December 2008	Terms of reference reviewed
Identify gaps in membership and produce an action plan for addressing these	EL & HB & LSG	31 January 2008	Action plan re gaps in membership in place
Identify role and purpose of the LINK steering group and produce a workplan for achieving this	EL & HB & LSG	31 January 2008	Work Plan in place
Support and service meetings of the reviewed LINK Steering Group	EL & HB	01 December 2008 - 31 January 2009	Fortnightly meetings held
<b>OUTCOME ~</b>	<b>EFFECTIVE TRANSITION FROM PPIF TO LINK STRUCTURES</b>		
<b>MILESTONES ~</b>	<b>REVISED TERMS OF REFERENCE AGREED BY STEERING GROUP 31 JANUARY 2009</b>		

<b>OBJECTIVE</b>	<b>ADVERTISE AND PROMOTE THE LINK</b>		
<b>What</b>	<b>Who</b>	<b>When</b>	<b>Outcome / Target</b>
Organise public stakeholder awareness raising and consultation events	EL & LSG	January 2009 and February 2009	2 x public stakeholder events held with min. 100 people in attendance
Identify targets and carry out outreach awareness raising and consultation campaign	EL & HS	28 February 2009	Contact made with 50 individuals from groups under-represented at public stakeholder events
Identify existing events and forums for channelling publicity, awareness and consultation through	EL & HS	31 January 2009	Publicity distributed via existing networks and circulars
Design, consult and produce leaflet about LINK and how to get involved	EL & HS	31 January 2009	Approved leaflet produced

Design and produce simple form for registering an interest in being involved in the LINK	EL & HS	31 December 2008	Approved registration form produced
Devise information pack for those that register an interest in being involved in the LINK	EL & HS	31 January 2009	Approved information pack produced
Establish dedicated LINK website	EL & HS	31 December 2008	Website live
Arrange article in local press	EL & HS	28 February 2009	Article published
Arrange article in local radio	EL & HS	28 February 2009	Article broadcast
Produce monthly bulletin for those who have registered an interest in being involved in the LINK	EL & HS	15 January 2009	Monthly bulletin received
<b>OUTCOMES ~</b>	<b>COMMUNITY POSITIVELY AWARE OF THE LOCAL INVOLVEMENT NETWORK</b>		
	<b>HIGH PROFILE FOR LINK AS A MEANS OF BRINGING ABOUT CHANGE FOR THE BETTER</b>		
<b>MILESTONES ~</b>	<b>WEBSITE GOES LIVE 31 DECEMBER 2008</b>		
<b>OBJECTIVE</b>	<b>PREPARATION FOR THE ESTABLISHMENT AND LAUNCH OF THE LOCAL INVOLVEMENT NETWORK</b>		
<b>What</b>	<b>Who</b>	<b>When</b>	<b>Outcome / Target</b>
Progress with actions to address gaps in LINK steering group membership	EL & LSG	28 February 2009	Inclusive membership
Progress with LINK steering group work plan e.g.:	EL & LSG	28 February 2009	Work plan achieved

<ul style="list-style-type: none"> <li>• Mapping out existing individuals, organisations, groups and networks with a stake in the LINK</li> <li>• Carrying out a programme of publicity about the LINK</li> <li>• Encouraging people to register an interest in taking part in the LINK</li> <li>• Considering membership eligibility and recruitment process</li> <li>• Considering different governance models for the LINK</li> <li>• Developing policies and procedures relevant to the LINK</li> <li>• Preparing for the launch of the LINK</li> </ul>	EL & LSG	28 February 2009	Work plan achieved
	EL & LSG	28 February 2009	Work plan achieved
	EL & LSG	28 February 2009	Work plan achieved
	EL & LSG	28 February 2009	Work plan achieved
	EL & LSG	28 February 2009	Work plan achieved
	EL & LSG	28 February 2009	Work plan achieved
	EL & LSG	28 February 2009	Work plan achieved
Establish contacts with existing user/patient/care/public consultation structures and networks	EL & HS	31 January 2009	Key contacts identified and introductory meetings diarised with 5
Establish local links with health, social care and voluntary sector organisations and representatives	EL & HS	31 January 2009	Key contacts identified and introductory meetings diarised with 5
Establish and/or update database of individuals, groups and organisations with an interest in the LINK	EL & HS	31 December 2008 and Ongoing	Up to date database of contacts
Prepare for LINK launch event (depending on proposed structure this may include facilitating an election process, inc. provision of proxy voting and independent scrutineer)	EL & HS	31 December 2008	Venue booked and programme and speakers agreed (nomination and balloting resources arranged)
<b>OUTCOMES ~</b>	<b>INCLUSIVE AND EFFECTIVE LINK STEERING GROUP IN OPERATION</b>		
<b>MII FSTONES ~</b>	<b>LINK STEERING GROUP WORK PLAN COMPLETED</b>		

<b>OBJECTIVE</b>		<b>SUPPORT LINK TO DEVELOP GOVERNANCE PROCESSES AND IDENTIFY SUPPORT NEEDS FROM HOST</b>	
<b>What</b>	<b>Who</b>	<b>When</b>	<b>Outcome / Target</b>
Devise Host specific policies and procedures for Complaints and Managing Conflicts of Interest	EL & HS	31 December 2008	Approved policies in place
Support LINK to develop terms of reference and related policies (inc. methods of involvement, decision making, dispute resolution, code of conduct, etc.)	EL & HS	15 February 2009	Approved policies in place
Meeting of LINK Steering Group LINK and Host to agree how support will be developed	EL & HS	28 February 2009	Model of support agreed
<b>OUTCOMES ~</b>		<b>ROBUST GOVERNANCE IN PLACE</b>	
<b>MILESTONES ~</b>		<b>TERMS OF REFERENCE AGREED BY LINK 31 JANUARY 2009</b>	
<b>OBJECTIVE</b>		<b>SUPPORTING LINK VOLUNTEERS AND STIMULATING PARTICIPATION</b>	
<b>What</b>	<b>Who</b>	<b>When</b>	<b>Outcome / Target</b>
Provide simple, accessible and published process for becoming involved in the LINK	EL & HS & LSG	31 January 2009	Process in place
Prepare volunteer induction programme materials	EL & HS & LSG	31 January 2009	Materials in place
Establish volunteer training programme	EL & HS & LSG	31 March 2009	Programme devised and/or commissioned
Establish volunteer agreements	EL & HS & LSG	31 March 2009	Agreements in use

Devise annual appraisal and development programme for volunteers		31 March 2009	Appraisal system in place
Identify support system and mentors to ensure volunteers are supported		28 February 2009	Appropriate support for volunteers
Take up references and Criminal Record checks for enter and veiw authorised representatives		28 February 2009	Volunteers are screened appropriately
Carry out volunteer induction programme	SD & DM	31 March 2009	Initial induction completed
Carry out volunteer training programme	SD & DM	30 April 2009	Training provided
Monitor and review take-up of volunteering opportunities and participatory opportunities, particularly in relation to hard-to-reach and under-represented groups	EL & HS & LSG	March 2009 and quarterly ongoing	Analysis produced
Report on profile of interested LINK members and participants and plan further action to address issues of representation	EL & HS	May 2009 and ongoing	Action Plan in place
Agree policy on expenses	EL & HS & LSG	31 January 2009	Approved policy in place
Establish real and virtual resource library for LINK volunteers	EL & HS	28 February 2009	Library resources available to volunteers
Register with web-based LINK resources	EL & HS	31 December 2008	Access to relevant websites
Consider <b>fundraising</b> opportunities	EL & HS	May 2009 and ongoing	Relevant funding applications made
<b>Outcome ~</b>	<b>VOLUNTEERS FEEL SUPPORTED IN THEIR ROLES</b>		
	<b>INVOLVEMENT OPPORTUNITIES ARE ACCESSIBLE AND FLEXIBLE</b>		
<b>MILESTONES ~</b>	<b>FIRST VOLUNTEER RECRUITED AND AGREEMENT SIGNED BY 07– APRIL 2009</b>		



<b>OBJECTIVE</b>			
<b>DEVELOP OPEN AND CONSTRUCTIVE STRATEGIC PARTNERSHIPS</b>			
<b>What</b>	<b>Who</b>	<b>When</b>	<b>Outcome / Target</b>
Map out and identify key contacts with other organisations e.g.: <ul style="list-style-type: none"> <li>▪ The Health &amp; Adult Social Care Scrutiny Committees,</li> <li>▪ H&amp;F PCT and practice-based commissioning groups</li> <li>▪ Health and social care providers</li> <li>▪ Health and social care regulators</li> <li>▪ Borough Partnership (LSP) partners, as well as the Borough Partnership as a stand-alone body               <ul style="list-style-type: none"> <li>▪ Other hosts and LINKs, supporting communications and joint working where necessary between LINKs locally, regionally or nationally</li> <li>▪ The Public Health Strategic Partnership and relevant partnerships, including national and regional support bodies.</li> </ul> </li> </ul> Establish contact with all of the above	HS	31 December 2008	Names and contact details recorded
	HS	31 December 2008	Names and contact details recorded
	HS	31 December 2008	Names and contact details recorded
	HS	31 December 2008	Names and contact details recorded
	HS	31 December 2008	Names and contact details recorded
	HS	31 December 2008	Names and contact details recorded
	HS	31 December 2008	Names and contact details recorded
	HS	31 December 2008	Names and contact details recorded
	HS	31 December 2008	Names and contact details recorded
Agree protocols and memorandum of cooperation with partner organisations	HS	28 February 2009	Approved protocols in place
<b>OUTCOMES ~</b>	<b>COLLABORATIVE MECHANISMS EXIST FOR CROSS-BOROUGH WORKING</b>		
	<b>STRATEGIC PARTNERSHIPS ARE OPEN AND CONSTRUCTIVE</b>		
<b>MILESTONES ~</b>	<b>PROTOCOL FOR REFERRING MATTERS TO OVERVIEW AND SCRUTINY COMMITTEE ARE AGREED BY 28 FEBRUARY 2009</b>		

<b>OBJECTIVE</b>	<b>SUPPORTING THE LINK TO DEVELOP PRIORITIES AND WORK PLAN AND ACTIVITIES</b>		
<b>What</b>	<b>Who</b>	<b>When</b>	<b>Outcome / Target</b>
Agree and implement a community engagement and communications strategies e.g.:	Host & LINK	31 December and ongoing	Activity plan in place
<ul style="list-style-type: none"> <li>▪ questionnaires and surveys</li> </ul>	Host & LINK	31 December and ongoing	Carried out
<ul style="list-style-type: none"> <li>▪ community/citizen panels</li> </ul>	Host & LINK	31 December and ongoing	Carried out
<ul style="list-style-type: none"> <li>▪ consultation and involvement workshops</li> </ul>	Host & LINK	31 December and ongoing	Carried out
<ul style="list-style-type: none"> <li>▪ focus groups</li> </ul>	Host & LINK	31 December and ongoing	Carried out
<ul style="list-style-type: none"> <li>▪ advertising, events and campaigns</li> </ul>	Host & LINK	31 December and ongoing	Carried out
<ul style="list-style-type: none"> <li>▪ staff operating on an outreach basis to meet, listen to and record the views and experiences of local people</li> </ul>	Host & LINK	31 December and ongoing	Carried out
<ul style="list-style-type: none"> <li>▪ LINK governance meetings</li> </ul>	Host & LINK	31 December and ongoing	Carried out
<ul style="list-style-type: none"> <li>▪ provision of appropriate venues and support for the LINK's activities, wherever possible using existing community and public facilities and venues of stakeholder organisations</li> </ul>	Host & LINK	31 December and ongoing	Carried out
Collate evidence of community views and concerns on a rolling basis	Host	Ongoing	Evidence compiled

Establish priorities emerging from <b>joint investment plans, joint strategic needs assessments</b> etc.	Host	Ongoing	Research compiled
Analyse evidence collated and investigate further	Host	Ongoing	Community concerns identified
Decide on course of action	LINK	Ongoing	Pathway followed
Make requests and/or reports as appropriate	Host & LINK	Ongoing	Requests / reports made
Refer to Overview and Scrutiny as appropriate	Host & LINK	Ongoing	Matters referred according to protocol
Feedback response to LINK community	Host & LINK	Ongoing	Community informed
Contribute to <b>Annual Health Check</b> in line with Healthcare Commission Guidance	Host & LINK	01 May 2009	Evidenced-based contribution made
Compile Annual Report in line with DoH guidance	Host & LINK	01 July 2009	Annual Report published
<b>OUTCOME ~</b>	<b>PRIORITIES ARE COMMUNITY LED</b>		
	<b>LINK ACTIVITIES ARE EVIDENCED-BASED</b>		
<b>MILESTONES ~</b>	<b>ANNUAL REPORT PUBLISHED JUNE 2009</b>		

<b>OBJECTIVE</b>	<b>TRANSPARENT ACCOUNTING OF LINK EXPENDITURE</b>		
<b>What</b>	<b>Who</b>	<b>When</b>	<b>Outcome / Target</b>
Share budget with LINK Steering Group and subsequently the LINK	EL / HS	31 December 2008 / 31 January 2009	Shared understanding of resources available
Assign two separate nominal codes for Host and LINK expenditure	EL	15/12/2008	Codes assigned
Review quarterly management accounts with Hestia management accountant	HS / LINK	December 2008 and March 2009	Any issues clarified and addressed
Report on expenditure against activity	HS	Quarterly	Quarterly accounts approved by LINK

<b>OUTCOME ~</b>	<b>APPROPRIATE FINANCIAL EXPENDITURE</b>		
<b>MILESTONE ~</b>	<b>QUARTERLY ACCOUNTS PRODUCED JAN 09, APRIL 09, JULY 09</b>		
<b>OBJECTIVE</b>	<b>ESTABLISH AN EVIDENCE BASE FOR HOW PEOPLE IN BRENT PERCEIVE HEALTH AND SOCIAL CARE SERVICES</b>		
<b>What</b>	<b>Who</b>	<b>When</b>	<b>Outcome / Target</b>
Adapt community development outcomes monitoring form	EL	30 November 2008	Monitoring tool in place
Research baseline information re perceptions of access, experience and outcome of services (inc. liaison with service providers and review of existing data).	HS	01 March 2009	Summary of findings reported
Identify gaps in baseline information re perceptions of access, experience and outcomes of services and plan further actions to address this	HS	31 March 2009	Action plan in place
<b>OUTCOME ~</b>	<b>UNDERSTANDING OF CURRENT PERCEPTIONS ABOUT HEALTH AND SOCIAL CARE SERVICES</b>		
<b>MILESTONES ~</b>	<b>REPORT ON BASELINE PERCEPTIONS PRODUCED 01 MARCH 2009</b>		

<b>OBJECTIVE</b>	<b>ESTABLISH AND MAINTAIN ORGANISATIONAL SUPPORT INFRASTRUCTURE FOR EXCELLENCE IN DELIVERY OF LINK HOST CONTRACTS</b>		
<b>What</b>	<b>Who</b>	<b>When</b>	<b>Outcome / Target</b>
Convene monthly meetings of Hestia's LINK Steering Group	CJ	Dec 2008 ongoing	Internal resources are coordinated
Monthly line management supervision	CJ & HS	December 2008 and ongoing	Performance managed and staff development promoted

Peer mentoring programme for LINK Host staff	CJ	Jan 2009 and ongoing	Staff benefit from peer mentoring
Devise specialist training programme for LINK Host staff	CJ	Jan 2009 and ongoing	Staff benefit form training
Maintain a watching brief on HMRC VAT status ruling in connection with LINK Host contracts	HB	Ongoing	Compliance with HMRC ruling
Consider proposals for coordinating LINK Host contracts with a view to realising economies of scale and greater opportunities for joint working	HB & CJ	01 April 2009	Value for money structures proposed
<b>OUTCOME ~</b>	<b>STRONG STRUCTURES AND JOINED UP PROCESSES</b>		
<b>MILESTONES ~</b>	<b>2009-10 CONTINUING MODEL OF SERVICE DELIVERY AGREED BY 28 FEBRUARY 2009</b>		