

**Nottingham City  
Local Involvement Network LINK**

**Work Plan 2009/2010**

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## Introduction

This document outlines the Nottingham City LINK Work Plan for the year 2009-2010. The key Strategic Priorities included in this Work Plan comply with the Nottingham City contract, and it ensures a fit with these funding intentions. The Work Plan will be managed by the Nottingham City LINK Board, which is a Company limited by guarantee, the Issues Steering Group and performance managed by The Board and host Team Leader within the ISO9000 management review structure.

## Executive Summary

This plan outlines the planning process for the Nottingham City LINK during the current year and identifies key strategic priorities for 2009-10. Detailed input and feedback from the Issues Working Group and Strategic Planning events has provided the key targets for this Work Plan. The Performance Management Framework highlights the name of the person/group responsible for the delivery of the Work Plan.

Key Work Plan priorities and Work streams for the year ahead are identified as follow:

1. Identify Disabled access issues at Dental and GP Surgeries.
2. Improve Public Transport Links between the Cities medical centres.
3. Explore the local perception of the success of the LIFT sites.
4. Establish problems faced by those facing hospital discharges.
5. Identify possible cross boundary projects with the County LINK.
6. Continue to host community events to establish future issues & priorities.

## Authorisation

This work plan should be signed off by the following (add additional people as appropriate):

Name	Designation	Signature
David W Turner	Chair	
Norma Warner	Contract lead funder	

## Service Description

Nottingham City LINK is an independent organisation which exists to enable local people and organisations to have a voice and influence the planning, commissioning and delivery of health, transport and social care services to the citizens of Nottingham.

Nottingham City LINK will contribute to ongoing development of these services provided within Nottingham by bringing together all interested parties to lobby for improvement on a local, regional and national basis.

The Nottingham City LINK Board observes the seven principles of public life which are known as the Nolan Principles, these are: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, Leadership, and will encourage all participants to adopt the same.

In October 2008 the Nottingham City LINK Board took the decision to become an incorporated body Limited by Guarantee. The governing documentation is available through the Nottingham City LINK website and directly from the LINK office.

Nottingham City LINK objectives are:

1. Identify Disabled access issues at Dental and GP Surgeries.
2. Improve Public Transport Links between the City's medical centres.
3. Explore the local perception of the success of the LIFT sites.
4. Establish problems faced by those facing hospital discharges.
5. Identify possible cross boundary projects with the County LINK.
6. Continue to host community events to establish future issues & priorities.

Nottingham City LINK has met with the City PCT, City Council, Nottingham CVS, One Nottingham, Advice Nottingham and numerous Voluntary and Statutory organisations (details available via the LINK Office) to discuss opportunities for joint work. Areas highlighted by the Nottingham Committees and Stakeholders have established the priorities of the LINK for 2009/2010, for further investigation

These issues were discussed at the Nottingham City LINK Strategic Launch Day, outlined in this Work Plan.

It is proposed that Nottingham City LINK formally presents its Work Plan for 2009-10 to the Nottingham City Council on 7<sup>th</sup> September 2009 and early Work stream findings will be presented on and at regular intervals as appropriate thereafter.

## **Mission Statement**

Nottingham City LINK is an organisation that is striving to ensure better delivery of services across the City, in particular by:

*“Enabling local people to have a voice and influence the planning, commissioning and delivery of health and social care services to the residents of Nottingham”.*

## **Goals and strategies**

Nottingham City LINK will:

1. Improve local services through the active involvement of local residents.
2. Be inclusive and embrace equality and diversity.
3. Raise the profile of the LINK locally.
4. Increase diverse memberships.
5. Utilise and encourage existing networks and forums.
6. Be open, honest and transparent in all work.
7. Influence and empower local people to take responsibility to effect change.
8. Complete robust and meaningful research that can influence.
9. Work within an externally recognised quality framework.
10. It will publicise its work and results.

## **How the Host Organisation supports the Work Plan process**

In order for Nottingham City LINK to deliver a robust and meaningful Work Plan it requires the help of a Host Organisation, for the Nottingham City LINK this is the Carers Federation.

The Carers Federation's role is to support the LINK through a number of administrative procedures and deliver strategic support. The Carers Federation works closely with the LINKs' volunteers to develop the following:

1. Annual, quarterly and monthly financial information.
2. The development of the LINKs' governance, structure, policies, procedures and guidelines
3. Produce their Annual Report.
4. Organise and hold the LINKs' AGM.
5. Establish joint working arrangements for cross-boundary projects and initiatives.

6. Develop the LINKs website and produce the LINKs newsletter
7. The 360 degree Appraisal of the Host Organisation.
8. Delivering consultation events across all the City's communities particularly the easy to ignore groups.
9. Communicating the activities of the LINK and their outcomes to the local communities.
10. Identify, Develop and implement rigorous training for members e.g. Enter & View, Strategic Planning.

It is essential that all this work is produced in partnerships and delivered in partnership with Nottingham City LINK.

The Carers Federation recognises the need for support of the Host organisations, not only in Nottingham but across all its LINK contracts. It has established systems that ensure all the Host teams receive significant support in delivering their contract. This support includes:

1. Quarterly Team Leader meetings to encourage the sharing of good practice, benchmarking and problem solving.
2. Annual Strategic Planning event for all team leaders.
3. Annual Strategic Planning event for all team members.
4. Training Programmes to deliver corporate objectives and training requirements specific to LINKs Staff.
5. Development of Standardised reporting mechanisms for KPI's and Work Plans etc.
6. Individual staff supervision and professional development.
7. LINKs Question & Answer forum through the intranet and email.

## **Identification, Evaluation and Monitoring of Projects**

The Projects that have been identified for the Nottingham City LINK organisation work plan are the result of consultation through various sources. This includes:

1. Feedback from Community Events.
2. Postal and face to face Surveys.
3. Board and Issue Specific Meetings.
4. Existing Partnerships and Stakeholders issues groups.
5. PPI Forum legacy issues.

These consultation routes will continue throughout the duration of the contract. This will enable future Projects to be identified and included in the future Work Plans, ensuring future benefits to the community.

The Projects (and all future Projects) have been evaluated by the Nottingham City LINK organisation to establish their priority within the Community and remit of the Nottingham City LINK organisation. This has been done through a Panel Analysis Scoring System (see Appendix 4) and regular meetings of the Issues Group.

The Projects (and all future Projects) will continue to be monitored through the ISO9000 Quality Management Framework within the Nottingham City LINK organisation and progress against each Project (and all future Projects) will be reported by the relevant Task and Finish Group on an ongoing basis using the bespoke performance management framework

### **Monitoring and Evaluation of the Plan**

The Work Plan will be monitored and evaluated through the ISO9000 Quality Management Framework within the Nottingham City LINK organisation and progress against each activity will be reported to the Nottingham City LINK Board and relevant Task and Finish Group on an ongoing basis using the bespoke performance management framework created for this Work Plan.

## Operations Plan

	<b>WHAT</b>	<b>WHEN</b>	<b>WHERE</b>	<b>HOW</b>	<b>WHO</b>
1.	Work Plan Developed based on local priorities consultation	August 2009	Nottingham	Strategic event, Issues Group & Board Meetings	All
2.	Identification, Evaluation and Monitoring Meetings all established and distributed	April 2009	Nottingham	See performance management framework below for full detail	Task and Finish Group
3.	Identify Disabled access issues at Dental and GP Surgeries.	August 2009	Nottingham	See performance management framework below for full detail	Task and Finish Group
4.	Improve Public Transport Links between the Cities medical centres.	August 2009	Nottingham	See performance management framework below for full detail	Task and Finish Group
5.	Explore the local perception of the success of the LIFT sites.	August 2009	Nottingham	See performance management framework below for full detail	Task and Finish Group
6.	Establish problems faced by those facing hospital discharges.	August 2009	Nottingham	See performance management framework below for full detail	Task and Finish Group

**Performance Management Framework for Operations Plan  
PERFORMANCE MANAGEMENT FRAMEWORK**

**Identification, Evaluation and Monitoring Meetings**

**Complete or on track**



**Overdue**



<b>PURPOSE : Ensure that the existing and future projects are identified, evaluated and monitored appropriately</b>				
<b>ACTIVITY</b>	<b>TARGET COMPLETION DATE</b>	<b>BY WHOM</b>	<b>FINANCIAL IMPLICATIONS</b>	<b>STATUS &amp; COMMENT</b>
Establish Task & Finish Group	April 2009	Nottingham City LINK Team Leader	None	
Write to members of Task & Finish Group	April 2009	Nottingham City LINK Team Leader	None	
Scheme of Delegation Completed	April 2009	Nottingham City LINK	None	
Adopt Scheme of Delegation	April 2009	Task & Finish Group / Nottingham City LINK Board	None	
Meetings of Issues Group Diarised	April 2009	Nottingham City LINK Team / Chair of Task & Finish Group	None	
Produce report presenting findings To Board	Ongoing	Nottingham City LINK Task & Finish Group	None	
Publish findings and conclude work stream or determine next steps	Ongoing	Nottingham City LINK	TBC	

**Performance Management Framework for Operations Plan**  
**PERFORMANCE MANAGEMENT FRAMEWORK**

**Identify Disabled Access Issues at Dental & GP Surgeries**

**Complete or on track**



**Overdue**



<b>PURPOSE</b> : Access for vulnerable groups is essential when it comes to health care, without suitable access to facilities vulnerable people are less likely to use them, which can impact on their health				
<b>ACTIVITY</b>	<b>TARGET COMPLETION DATE</b>	<b>BY WHOM</b>	<b>FINANCIAL IMPLICATIONS</b>	<b>STATUS &amp; COMMENT</b>
Establish Task & Finish Group	September 2009	Nottingham City LINK Team Leader	None	Lead Directors: Dora Kostiuk and Barbara Venes Support Staff: Laura Marano
Write to members of Task & Finish Group	September 2009	Nottingham City LINK Team Leader	None	Letters to be sent 11/9/09.
Adopt Scheme of Delegation	September 2009	Task & Finish Group / Nottingham City LINK Board	None	Attached to letter sent 11/09/09
Gather initial data relating to the project.	31 <sup>th</sup> December 2009	Nottingham City LINK Team / Chair of Task & Finish Group	TBC	
Analyse initial data : draw out initial findings	31 <sup>st</sup> January 2010	Nottingham City LINK Team	TBC	
Produce report presenting findings	28 <sup>th</sup> February 2010	Nottingham City LINK Task & Finish Group	TBC	
Publish findings and conclude work stream or determine next steps	31 <sup>st</sup> March 2010	Nottingham City LINK	TBC	

**Performance Management Framework for Operations Plan  
PERFORMANCE MANAGEMENT FRAMEWORK**

**Improve Public Transport Between the Cities Medical Centres**

**Complete or on track**



**Overdue**



**PURPOSE:** There is currently very little provision of public transport between the main medical centres in the city. It is proposed to investigate how this could be increased.

<b>ACTIVITY</b>	<b>TARGET COMPLETION DATE</b>	<b>BY WHOM</b>	<b>FINANCAL IMPLICATIONS</b>	<b>STATUS &amp; COMMENT</b>
Establish Task & Finish Group	September 2009	Nottingham City LINK Team Leader	None	Lead Directors: David Turner and Olech Kostiuk Support Staff: Martha Highton
Write to members of Task & Finish Group	September 2009	Nottingham City LINK Team Leader	None	Letters to be sent 11/09/09.
Adopt Scheme of Delegation	September 2009	Nottingham City LINK	None	Attached to letters
Gather initial data relating to the project.	30 <sup>th</sup> November 2009	Nottingham City LINK Team / Chair of Task & Finish Group	TBC	
Analyse initial data : draw out initial findings	31 <sup>st</sup> January 2010	Nottingham City LINK Team	TBC	
Produce report presenting findings	28 <sup>th</sup> February 2010	Nottingham City LINK Task & Finish Group	TBC	
Publish findings and conclude work stream or determine next steps	28 <sup>th</sup> February 2010	Nottingham City LINK		

**Performance Management Framework for Operations Plan  
PERFORMANCE MANAGEMENT FRAMEWORK**

**How Successful Have the LIFT Buildings Been Perceived**

**Complete or on track**



**Overdue**



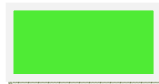
**PURPOSE:** Explore the local perception of the success of the LIFT sites across the City and jointly work with the County to explore their success there.

<b>ACTIVITY</b>	<b>TARGET COMPLETION DATE</b>	<b>BY WHOM</b>	<b>FINANCAL IMPLICATIONS</b>	<b>STATUS &amp; COMMENT</b>
Establish Task & Finish Group	September 2009	Nottingham City LINK Team Leader	None	Lead Directors: Alan Humberstone and Penny Bunn Support Staff: Laura Marano
Write to members of Task & Finish Group	September 2009	Nottingham City LINK Team Leader	None	Letters to be sent 11/09/09
Adopt Scheme of Delegation	September 2009	Nottingham City LINK	None	Attached to letters 11/09/09
Gather initial data relating to the project.	30 <sup>th</sup> November 2009	Nottingham City LINK Team / Chair of Task & Finish Group	TBC	
Analyse initial data : draw out initial findings	31 <sup>st</sup> January 2010	Nottingham City LINK Team	TBC	
Produce report presenting findings	28 <sup>th</sup> February 2010	Nottingham City LINK Task & Finish Group	TBC	
Publish findings and conclude work stream or determine next steps	28 <sup>th</sup> February 2010	Nottingham City LINK		

**Performance Management Framework for Operations Plan  
PERFORMANCE MANAGEMENT FRAMEWORK**

**Improving Hospital Discharges**

**Complete or on track**



**Overdue**



**PURPOSE:** Establish problems faced by those facing hospital discharges. What are the key problems faced by patients on hospital discharge and how can they be improved

<b>ACTIVITY</b>	<b>TARGET COMPLETION DATE</b>	<b>BY WHOM</b>	<b>FINANCAL IMPLICATIONS</b>	<b>STATUS &amp; COMMENT</b>
Establish Task & Finish Group	September 2009	Nottingham City LINK Team Leader	None	Lead Directors: Haroon Tinkory and Sally White Support Staff: Martha Highton
Write to members of Task & Finish Group	September 2009	Nottingham City LINK Team Leader	None	Letters to be sent 11/09/09
Adopt Scheme of Delegation	September 2009	Nottingham City LINK	None	Attached to letter
Gather initial data relating to the project.	31 <sup>st</sup> December 2009	Nottingham City LINK Team / Chair of Task & Finish Group	TBC	
Analyse initial data : draw out initial findings	28 <sup>th</sup> February 2010	Nottingham City LINK Team	TBC	
Produce report presenting findings	31 <sup>st</sup> March 2010	Nottingham City LINK Task & Finish Group	TBC	
Publish findings and conclude work stream or determine next steps	31 <sup>st</sup> March 2010	Nottingham City LINK		

## **Communication of the Plan**

It is the intention of the Nottingham City LINK Board that this plan, once ratified, will be circulated widely to enable local stakeholders to engage with the activities outlined should they wish to do so. A communication list for this Work Plan will be written by the Nottingham City LINK. This will be completed and distributed Sept 09.

## **Brief Description of the Planning Process Used**

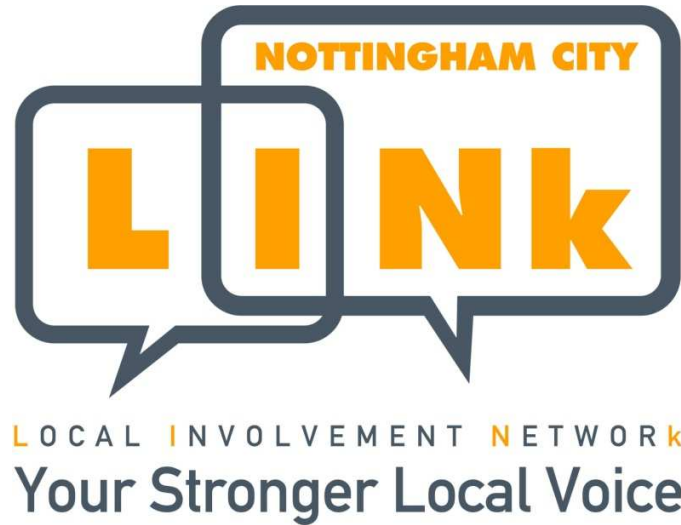
Following discussion at the Nottingham City LINK Board meeting held on 17th June 2009 a decision was taken to hold a launch event to construct the Nottingham City LINK Work Plan for 2009/2010. The event took place on 20<sup>th</sup> August 2009 at the Nottingham City Council Offices. A great deal of work had already taken place to determine local strategic priorities identified at local stakeholder events and this activity provided a solid foundation for the work plan.

The event was well attended with informed discussion on proposed priorities for Nottingham City LINK activity for the year ahead. It was agreed the Nottingham City LINK staff team would produce a draft Work Plan from the flip chart and other notes produced on the day and to ensure this was circulated in good time for the forthcoming Nottingham City LINK Board meeting.

A number of aspects of the process worked very well indeed these included full attendance of Nottingham City LINK Board Members who were aware of local issues; excellent local networks and support mechanisms to move work streams forward swiftly and effectively; willing volunteers for sub groups and committees; clarification of the role of Nottingham City LINK and recognition by all that there is a single resource which must be put to effective use to underpin and support the Work Plan going forward. Things identified to improve the process for a public event is to ensure access is DDA compliant, that publicity for the event starts one month in advance and all sectors of the community are encouraged to attend.

# *Appendices*

## Appendix 1 – Strategic Launch Event



### Launch Event

20<sup>th</sup> August 2009

Facilitated by (Laura Marano, Martha Highton),  
(Community Engagement Workers, LINK)

Hello,

The Local Involvement Network is an independent network of local individuals, groups and organisations that work together to raise community concerns about all publicly funded health and social care services. Since April 2008 LINKs have been set up in every Local Authority area in England to give communities a stronger voice in how their health and social care services are planned and delivered. The LINKs is funded by the Department of Health through the respective local authorities.

Here at the Nottingham City LINK we consult with the community to gauge their experiences of how health and social care services are delivered in their area. Then we listen to what the community wants and use the powers that we have to make a difference. Our ethos is "You said – We did – We Achieved!"

Your Local Involvement Network is finally having its Launch Event on Thursday the 20<sup>th</sup> of August @ the Nottingham City Council House, from 9:15am to 4pm.

The focus of the **CHANGING VIEWS...CHANGING LIVES!** Conference is on understanding Health Inequalities in Nottingham City.

The event will result in a tangible piece of work from the LINK and provide valuable information to the LINK as well as to service providers about the needs of local communities. The event will open up the opportunity for the LINK to 'tap' in to a current piece of work locally and inform providers of gaps in services or recommendations for improvements.

The event will ensure that the LINK is recognised by service users and providers alike and also provide an opportunity for the LINK to be 'visible' in the community. The event also provides an opportunity to give an example of the type of work the LINK can be involved with. It opens the doors to working in partnership with key service providers and raises the profile of voluntary organisations. The subsequent report will evidence the work of the LINK with service providers and be archived for future reference and will be accessible to the public via the LINK website.

BOOK YOUR PLACE NOW by contacting the LINK team on **0115 975 4647**, alternatively complete the booking form attached and send it back to [links@strongerlocalvoice.com](mailto:links@strongerlocalvoice.com) or to the address below.

Regards,  
*Nottingham City LINK Team*

PROGRAMME

9:15am to 9:30am	Registration (Teas and Coffee)
9:30am to 9:45am	Welcome and Introduction to the LINK and event by <b>KATH SOANES</b>
9:45am to 10:30am	“Understanding Health Inequalities in Nottingham” by <b>DR JEANELLE DE GRUCHY</b>
<i>15 MINUTE BREAK</i> till 10:45am	
10:45am to 11:15am	“City Council’s role in reducing health inequalities” by <b>ANNE CARSWELL</b>
11:15am to 11:30am	– DVD showing interviews of 3 Nottingham City residents describing their lifestyle choices also featuring interviews with <b>CARL FROCH</b> and <b>JERMAINE LIBURD</b>
<i>15 MINUTE BREAK</i> till 11:45am	
11:45am to 1:00pm	Workshops - Each workshop will focus on the priority health concern for the particular area ward. Equipped with statistical information about the area, delegates will be asked to state what support and services they would need to overcome the health concern. The aim of the workshops is to initiate discussions on whether the obstacles to reducing health inequalities are about access to or lack of services.
<i>1 HOUR LUNCH</i> till at 2:30pm	
2:30pm to 3:30pm	Summary of workshop findings and wrap up of event

**Nottingham City Launch Event**  
**20<sup>th</sup> August 2009**  
**Nottingham Council House**

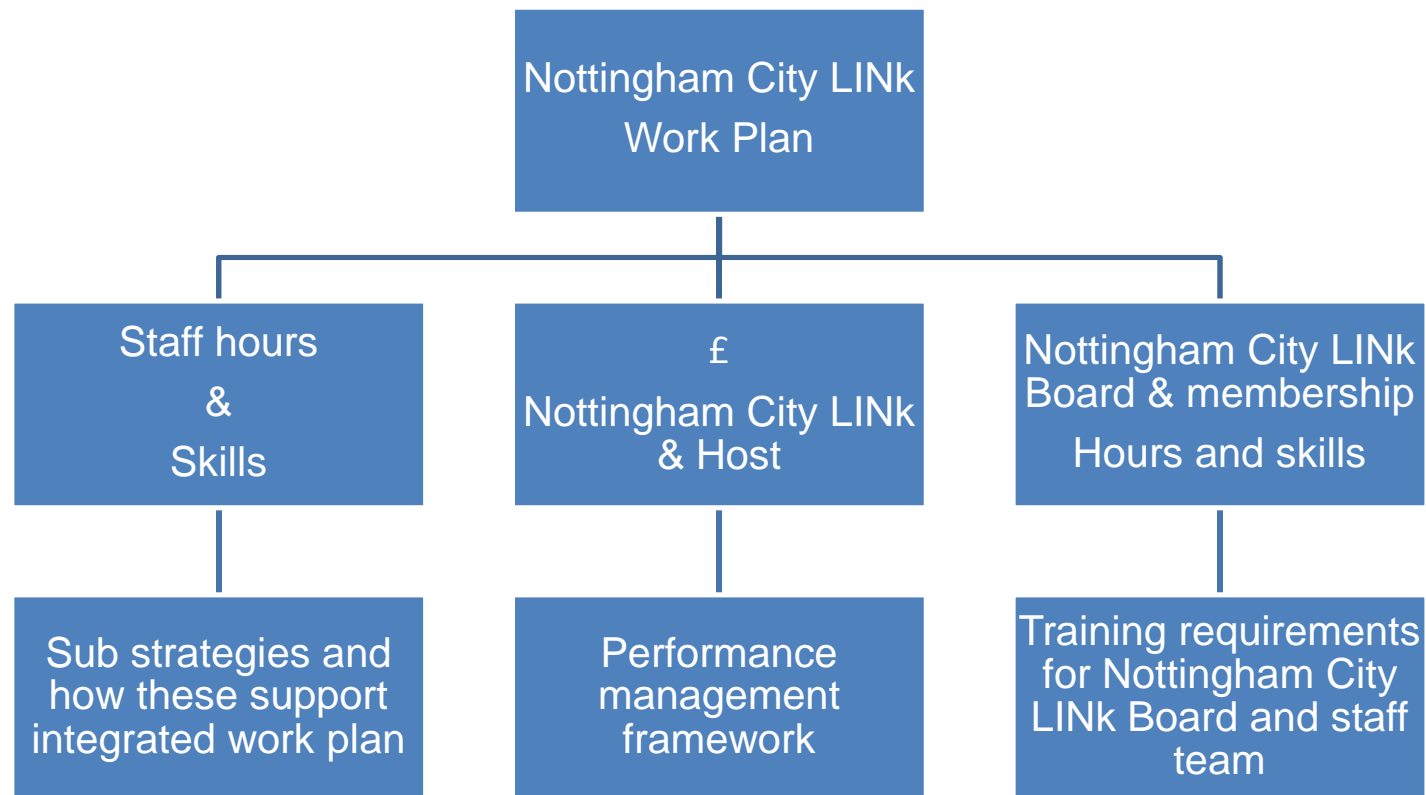
What we intend to achieve by the end of today:

The LINK endeavours to capture information about the health and social care concerns of local communities. In order to achieve this, the LINK will engage the public through discussion, workshops, presentations, information sharing and consultation with an end report.

The event will result in a tangible piece of work from the LINK and provide valuable information to the LINK as well as provide information to service providers about the needs of service users. The event will open up the opportunity for the LINK to 'tap' in to a current piece of work locally and inform providers of gaps in services or recommendations for improvements.

The event will ensure that the LINK is recognised by service users and providers alike and also provide an opportunity for the LINK to be 'visible' in the community. The event also provides an opportunity to give an example of the type of work the LINK can be involved with. It provides the opportunity to work in partnership with key service providers and raise the profile of voluntary organisations. The subsequent report will evidence the work of the LINK with service providers and be archived for future reference and accessible to the public via the LINK website. The event will provide an opportunity for press / media interest in the LINK and offer a promotional channel for LINK work.

Model below shows integrated framework for what we need to achieve today:



## Appendix 2 - Task and Finish Groups Scheme of Delegation



### Direction of Work

The work of the group will support the aims and objectives of Nottingham City LINK, which are to improve health and social care in Nottingham.

This will be achieved by:

- Gathering and responding to information on local needs and services
- Identifying and promoting good practice
- Keeping the local community informed on progress

The specific direction of the work of the group will be reported to and agreed by the Nottingham City LINK Steering Group.

### Code of Conduct

It is expected group members will adhere to the Nottingham City LINK Code of Conduct and agreed Nottingham City LINK policies.

This will include demonstrating commitment to the principle of equal opportunity regardless of race, gender, marital status, sexual preference, ethnic origin, disability or religion when undertaking Nottingham City LINK activities.

## **Group Remit**

The starting point for the Task and Finish Group was the Nottingham City LINK launch event held on 20<sup>th</sup> August 2009. The key issues identified are listed below:

**Insert here the specific Work Plan objectives for each group once Steering Group has signed off Work Plan (insert year) – these can be found on the performance management framework for each priority/theme within the document**

## **Work Priority**

The initial task for the group is to achieve the objectives established in the Work Plan, as agreed by the Nottingham City LINK Steering Group.

## **Membership**

Any individual or organisation can join the Nottingham City LINK Task and Finish Group. It is anticipated group members will be registered with Nottingham City LINK.

## **Frequency of Meetings**

The group will meet every once a month.

## **Facilitation/Chairing the Group**

A Chair will be appointed by the Steering Group and will have authority to act on behalf of the Steering Group within the agreed work plan for the group. Training will be available to support those who would like to chair meetings.

## **Role of the Nottingham City LINK Organisation**

Members should bear in mind a key role of the Nottingham City LINK Organisation is to support the work of the group. This could include any number of activities: letter writing on behalf of the group; information gathering; researching relevant health and social care documents; planning appointments and interviews; offering guidance on research/consultation methods etc.

Nottingham City LINK staff will be in attendance at meetings.

Where there are financial and resourcing implications for the work the group wishes to undertake, Nottingham City LINK staff can assist in presenting information to the Steering Group.

## **Invitation to Partner Organisations and Officers**

Under certain circumstances the work of the group may be helped by gaining information from health and social care commissioners and service providers. Nottingham City LINK staff can assist with this process. This may involve inviting organisations or agencies to present information to the group and facilitating discussions.

## **Delegation of Responsibility**

Specific responsibility can be delegated to members to progress the work of the group. Members should only accept responsibility for pieces of work they feel they have the time and commitment to complete. Nottingham City LINK staff will support members with their work, as appropriate. All delegated work must be approved by Steering Group.

## **Role of Enter and View**

In time, Nottingham City LINK will have a number of members who can act as Nottingham City LINK authorised representatives to 'Enter and View' with Steering Group approval.

## **Timescales and Work Plan**

Nottingham City LINK Task and Finish Groups will have a work plan to guide their work, agreed with the Nottingham City LINK Steering Group. The groups are expected to be time limited, although work objectives will be reviewed on a regular basis.

## **Budget**

Nottingham City LINK Task and Finish Groups will work within the agreed budget for its activities authorised by the full Nottingham City LINK Steering Group – the group will not enter into any financial commitments without the full authority of the Steering Group and prior approval for any additional spend.

## **Membership of the Nottingham City LINK Steering Group**

Nottingham City LINK working Groups will have representation on Nottingham City LINK Steering Group. The selected group Chair is likely to be the representative, although another group member may be nominated in their absence.

**Nottingham City LINK**  
**Communications**  
**Strategy**  
**June - September 2009**

**Communications Strategy**

**Communications Strategy – Nottingham city LINK**

Communications management and support

The City LINKs needs to establish a working process with the host communication support. The LINK will also need to establish an active communications working group with representatives for, press and media, events and campaigns. Once lead persons are established for each of these areas, the communications worker can follow the lead and direction of the LINK and follow appropriate methods for feedback, monitoring and evaluation of communications activities.

**Communications Aims and Objectives**

The main aims and objectives of the city LINK are to develop its SMART objectives (specific, measurable, achievable, realistic, targets) in order to set out its medium and long term aims. At present the focus is to develop its internal communications strategy, establish an introduction and build a rapport with local communities, through its official launch, scheduled for August 21<sup>st</sup> 2009. In order to achieve this, the group should consider the activities set out below in order to develop effective communications and public relations throughout the following three stages:

## **Short term**

- Ensure all core members are fully updated regarding city LINK objectives and forward strategy
- Develop internal communications strategy, including process for meetings, confidentiality, and liaising with the general public, producing information and so on.
- Develop a process for directing communications support from LINK team.
- Develop a communications campaign to attract new participants to the core group or working groups
- Produce promotional material to introduce the concept of the city LINK to the general public and to market the city LINK to local voluntary and community organisations.
- Develop a strategy for developing partnerships with existing groups and organisations and promotional relationships with existing publications relevant to health and social care in the city.
- Develop additional promotional tools and campaigns to promote the LINK once the steering group is fully established and operational – includes: branding, website, signage and so on.

## **Medium term:**

- Develop media contacts and data base for Radio, press and TV where appropriate and establish interviews, articles and advertorials for promotion
- Appoint a PR officer to answer public / media queries and respond to media
- Establish promotional and consultative strategy for LINK work plans and implementation of work
- Host a series of events to promote the LINK and carry out consultation and feedback work with the general public, voluntary and community sector(s) and health and social care agencies and professionals

## **Long term (continuous)**

- Develop a strategy to maintain consistency re. Marketing, advertising and media relations
- Increase membership to the participants database and develop work groups to carry out work on behalf of the core steering group (or board of directors)
- Develop / implement consultative strategy to receive information and issues from general public
- Develop / implement strategy for communicating work streams and responses to issues
- Develop strategy for liaising with national, regional, local government and influencing outcomes through public consultations and campaigns

## **Communications Management and Support**

The communications strategy will be produced by the Communications support provided by the host organisation and implemented in conjunction with the City's Communications engagement working group.

Some of the media relations will be managed by the Community engagement workers on behalf of the LINK, e.g. media interviews for promotional work.

The LINK will need to appoint a press officer to manage media queries and to act as the 'face of the LINK for articles, radio, TV and press when required.

## **Target Audience**

Groups identified so far through community engagement work are listed as follows:

- Voluntary and community sector service users
- Students and young professionals

- Elderly people
- Parents and carers of young children
- Single parent families

### **Hard to reach**

- People who have a language barrier (English is not their first language)
- Homeless
- People of no fixed abode (travellers, gypsy communities)
- The House bound (including age, disability and cultural restrictions)
- Full time working people
- Minority groups
- Young people

### **How to reach the Target Communities**

The communities within the city are segmented as above. In order to reach these groups as well as the wider general public we will incorporate a mixture of marketing tools and channels. The following channels and mediums will be used to target the specified groups as follows:

- Use of general local media such as: Nottingham Evening Post, The Topper News, Metro etc
- Use of local radio including; Radio Nottingham, Fazar, Kemet and any new city media outlets

- Use of local publications; newsletters, journals, industry magazines and so on.
- Leaflet campaigns and poster campaigns
- Local conferences, events and exhibitions
- Public presentations and seminars
- School, college and university publications and events
- TV / Visual media
- Internet / electronic media such as website, face book, text message

### **Nottingham city LINK Priorities**

The priorities for the Nottingham city LINK include the following:

- To establish a structure and identity for the LINK
- To establish a brand for the LINK
- To establish the LINK objectives and mission statement
- To attract a diverse representation to the steering group and working groups
- To develop awareness about the various groups and communities that the LINK are likely to be in contact with and / or represent
- To develop a public awareness of the LINK, what the LINK does and how to 'use' the LINK
- To engage the public in consultation about issues affecting services users in health and social care

- To develop processes by which the LINK engages with the public and assesses issue brought forward to the LINK
- To establish a 'points' or priorities system to assist the LINK to make fair decisions about issues it will address
- To receive information from the public on an ongoing basis
- To develop relationships with services providers, managers and commissioners
- To develop relationships with local authority
- Raise steering group and participants awareness of 'hard to reach' groups

### **Phase 1: Awareness and Consultation**

The first phase of communication has been defined as the Awareness and Consultation Phase. This work will be continuous throughout the life of the LINK and the initial work done in this area will form part of the LINKs Information Strategy and ensure that the public are aware of:

- What the LINK is
- Who it represents and how
- How to get involved in the local LINK
- Where to find information on the work of the LINK

This work currently involves distributing information face to face, by email bulletins and with the use of an information pack. This work also involves CEW's going out into the community and engaging local people directly and through relationships with the voluntary and community sector(s). In addition to the use of local press and publications the following communication 'Tools' and Methods can be used:

- ❖ Consultation letter and leaflet designed and distributed across the city including all public places including health establishments, existing organisations and so forth
- ❖ Research City demographics – in particular statistics and information on ‘The seldom heard groups’ and use information to inform the strategy
- ❖ Engage with existing voluntary and community organisations working with groups that are ‘easy to ignore’
- ❖ Write and Distribute an article (Introducing the LINK) – to include interview with representative of the Core group.
- ❖ Inform local press of LINK
- ❖ LINK representative engage in a series of interviews with local press and radio
- ❖ Develop display stands with LINK ‘message’ and use CE workers and LINK representative to exhibit information and engage community at local events
- ❖ Organise and manage 2 community events to launch the LINK – Community Coffee Morning or Community Conference and Workshop Seminars for example.
- ❖ Develop a system to capture and file information received from consultation.
- ❖ Ongoing presentations to community groups and organisations

An Action Plan needs to be devised with the City LINKs communication group to forward plan relevant campaigns and to measure and monitor outcomes and progress. The elections material has been designed and a city leaflet is in progress. The CEW group will need to be meeting on a regular basis to ensure that the strategy is being implemented and is cost effective.

Phase 1 will ensure that the group has sufficient information to represent a diverse community with differing needs.

The group will raise awareness about its background, current status and future goals and objectives. The group will involve the local community in the development of the LINK through consultation, engagement and information sharing.

The group will establish good media relations for the long term exposure of work and use the press and media to engage the public's interest. They can also be used to raise community debates on health and social care and encourage people 'to have a say'. The group will establish a visual 'presence' and identity in Nottingham.

## **Phase 2 Engagement and Work Planning**

The second phase of the strategy will see the launch of the Nottingham city LINK Website and the LINK will establish its Name and Working Strategy. This phase will be used to distribute information to the public and build a work plan for the LINK. The Communication 'tools' and 'channels' recommended are as follows:

- ❖ Launch website and LINK Promotional Campaign including posters, leaflets/booklet, displays stands and media
- ❖ Distribute articles, press release and advertorials to local press and industry publications, engage media in interviews.
- ❖ Organise community conference to involve people in informing work plans and to feedback on work in progress or completed work (this may be done on a regular quarterly basis for example).
- ❖ Continue to raise awareness and engage local people with outreach work implemented by CE Workers including attending exhibitions and engaging with existing groups and service providers.

## **Monitoring and Evaluation**

The Communications Strategy can be monitored on a regular basis through meetings and correspondence. However official methods for monitoring and evaluating can include the following:

- ❖ Database of working groups and participants can be used to monitor numbers of people involved and group capacity. It can also tell the LINK where people have interests and / or expertise
- ❖ Feedback forms will help to monitor the public interest in a particular issue or work plan, these can be on the website, in any LINK publication and even as 'tear off' slips on a leaflet or booklet.
- ❖ Community conferences will help to raise awareness and debate or capture the 'mood' about what issues the community want to pursue, they can also provide a channel for the LINK to feedback on an issue.
- ❖ Market Research / Consultation – suggested 2 x per year

## Press and Media

The Press and Media set out below are relevant to the City of Nottingham. I have also included regional media that is popular among different communities in Nottingham. The suggestions below would be used as and when relevant dependent upon the campaign and respective audience

<b>Press &amp; Publications</b>	<b>Radio &amp; TV</b>
<b>Nottingham Evening Post</b>	Radio 2 / Radio 4
<b>The Metro</b>	BBC Radio Nottingham
<b>The Recorder</b>	Radio Fazar / KEMET Radio

## Appendix 4 – Panel Analysis Scoring System

### Panel Analysis Scoring System

Score	6	5	4	3	2	1
<b>Priority Description</b>	Critical issue for organisation or individual with major public interest requiring immediate action by LINK	Major issue for organisation or individual with significant public or private interest that should be dealt with by the LINK	Important issue but without impact across a wide range of organisations or individuals but that should be of concern to the LINK	An issue worthy of consideration by the LINK but which would have little impact on the wider public or health or social care sectors	Within the remit of the LINK but without wider implications other than from the referral organisation or individual	Not within the remit of the LINK
<b>Priority Tag</b>	Fast Track	Urgent	Important	Routine	Relevant	Rejected
<b>Priority List Placing</b>	Immediate top priority	Inserted appropriately as high priority issue	Inserted appropriately but not considered in advance of existing issues	Added to the list but added only ahead of the lowest priority issues	Added to the list but not prioritised ahead of other issues	Not added to the list  Indicate if transferred to a more appropriate body, other action or no action taken

## Panel Analysis Questions

<b>Issue Number:</b>	
<b>Headline:</b>	

Please log considerations so that the LINK is accountable to those that have raised an issue and to the wider public. Consider using SMART (Specific, Measurable, Appropriate, Realistic and Time-bound) when answering these questions.

<b>1.</b>	<b>Does the issue involve Health, Social Care or a combination of services?</b>
<b>2.</b>	<b>Can the LINK make a difference?</b>
<b>3.</b>	<b>Has the issue already been looked into? (either externally or by LINK)</b>
<b>4.</b>	<b>Has the issue been dealt with? (either externally or by LINK)</b>
<b>5.</b>	<b>Have any similar issues been referred to the LINK?</b>
<b>6.</b>	<b>What proportion of the population is this issue likely to affect?</b>
<b>7.</b>	<b>Does the issue affect a particular section of the population? (E.g. carers, older people, children)</b> <b>Does the issue have an impact on hard to reach groups?</b>
<b>8.</b>	<b>Do we know if the information supplied regarding this issue is accurate?</b>
<b>9.</b>	<b>What is the severity of the issue? What are the potential consequences if it is not dealt with?</b>
<b>10.</b>	<b>What are the impacts of the issue on quality of life for members of the community?</b>
<b>11.</b>	<b>What are the impacts on the wider community?</b>

<b>12. Does this issue appear nationally?</b>
<b>13. What is the timescale for the issue?</b>
<b>14. Is there a consultation with a timescale? How long will it take to undertake relevant research/progress the issue?</b>
<b>15. What type of work is anticipated in order to tackle this issue? E.g. Letter, further meeting</b>
<b>16. What are the financial implications of the LINK looking into the issue? Is it cost effective?</b>
<b>17. How easily can the LINK tackle the issue?</b>
<b>18. Should the issue be incorporated into the LINK work plan?</b>
<b>19. How will it be prioritised within the work plan?</b>





Research & Problem Solving

**Knowledge**

Healthcare Structures

Social Care Structures

Remit of LINKs

Enter & View

Governance/ Board Member Responsibilities

Later on in the Audit, there are sections on your key skills and your key areas of improvement.

**COMMUNICATION SKILLS**

Please tick the appropriate box and give an example

1. How do you rate your ability to actively listen to colleagues/clients in meetings?

High	Moderate	Low	No experience

Evidence:

2. How do you rate your ability to take effective notes in meetings?

High	Moderate	Low	No experience

Evidence:

3. How do you rate your ability to make contribution in meetings?

High	Moderate	Low	No experience

Evidence:

4. Do you rate your ability to express your ideas orally as?

High	Moderate	Low	No experience

Evidence:

5. How do you rate your ability to deliver a presentation?

High	Moderate	Low	No experience

Evidence:

6. How do you rate your ability to deal with public relations and the media?

High	Moderate	Low	No experience

Evidence:

7. Do you rate your ability to express your ideas on paper as?

High	Moderate	Low	No experience

Evidence:

8. How do you rate your ability to construct letters, documents and reports?

High	Moderate	Low	No experience

Evidence:

### **GROUP AND INTERPERSONAL SKILLS**

Please tick the appropriate box and give an example

1. How do you rate your ability to work with others?

High	Moderate	Low	No experience

Evidence:

2. How do you rate your ability to work with your wider community?

High	Moderate	Low	No experience

Evidence:

3. How do you rate your ability to defend your point of view, if others disagree with you?

High	Moderate	Low	No experience

Evidence:

4. How do you rate your ability to see someone else's point of view?

High	Moderate	Low	No experience

Evidence:

5. How do you rate your ability to tolerate different points of view from you own even if you disagree totally with the opinions being expressed?

High	Moderate	Low	No experience

Evidence:

6. How do you rate your ability to plan and organise the work of a group?

High	Moderate	Low	No experience

Evidence:

## **I.T./FINANCIAL/NUMERICAL SKILLS**

Please tick the appropriate box and give an example

1. How do you rate your ability to use the basic functions of a computer? (e.g. Microsoft Word, Excel)

High	Moderate	Low	No experience

Evidence:

2. How do you rate your ability to use the more sophisticated functions of a computer? (e.g. Access, PowerPoint)

High	Moderate	Low	No experience

Evidence:

3. How do you rate your ability to use e-mail effectively?

High	Moderate	Low	No experience

Evidence:

4. How do you rate your ability to interpret financial information?

High	Moderate	Low	No experience

Evidence:

5. How do you rate your ability to use the internet for research or gathering information?

High	Moderate	Low	No experience

Evidence:

6. How do you rate your ability to interpret information/statistics presented in graphs, charts and tables?

High	Moderate	Low	No experience

Evidence:

## **ORGANISATION AND PERSONAL SKILLS**

Please tick the appropriate box and give an example

1. How do you rate your ability to strategically plan for the future?

High	Moderate	Low	No experience

Evidence:

2. How do you rate your ability to plan and manage projects?

High	Moderate	Low	No experience

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Evidence:

3. How do you rate your ability to cope with change? (e.g. new staff, new working practices)

High	Moderate	Low	No experience

Evidence:

4. How do you rate your ability to meet deadlines and targets?

High	Moderate	Low	No experience

Evidence:

5. How do you rate your ability to analyse your strengths and weaknesses?

High	Moderate	Low	No experience

Evidence:

## **RESEARCH AND PROBLEM SOLVING SKILLS**

Please tick the appropriate box and give an example

1. How do you rate your ability to research and find information for yourself?

High	Moderate	Low	No experience
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Evidence:

2. How do you rate your ability to problem solve?

High	Moderate	Low	No experience

Evidence:

3. How do you rate your ability to weigh up contradictory arguments?

High	Moderate	Low	No experience

Evidence:

4. How do you rate your ability to think critically before coming to a reasoned opinion?

High	Moderate	Low	No experience

Evidence:

**KNOWLEDGE**

**HEALTH CARE STRUCTURE**

Please answer the question and rate your knowledge of the following.

1. Please detail your knowledge of healthcare issues in the local community.

High	Moderate	Low	No experience
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Evidence:

2. How is healthcare provision structured in the local community?

High	Moderate	Low	No experience

Evidence:

3. What healthcare support networks are working in the local authority area?

High	Moderate	Low	No experience

Evidence:

4. How do you rate your knowledge and/or experience of the following areas?

a. Learning Disabilities

High	Moderate	Low	No experience

b. Mental Health

High	Moderate	Low	No experience

Evidence:

## **SOCIAL CARE STRUCTURE**

Please answer the question and rate your knowledge of the following.

1. Please detail your knowledge of social care issues in the local community.

High	Moderate	Low	No experience

Evidence:

2. How is social care provision structured in the local community?

High	Moderate	Low	No experience

Evidence:

3. What social care support networks are working in the local authority area?

High	Moderate	Low	No experience

Evidence:

4. How do you rate your knowledge and/or experience of the following areas?

a. Child Protection

High	Moderate	Low	No experience

b. Protection of Vulnerable Adults

High	Moderate	Low	No experience

Evidence:

**REMIT OF LINKs**

Please answer the question and rate your knowledge of the following.

1. What is the background of Local Involvement Networks?

High	Moderate	Low	No experience

Evidence:

2. How are LINKs structured and financed?

High	Moderate	Low	No experience

Evidence:

3. What is the role of LINKs?

High	Moderate	Low	No experience

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Evidence:

4. What has been your current experience of LINKs?

High	Moderate	Low	No experience

Evidence:

**ENTER AND VIEW**

Please answer the question and rate your knowledge of the following.

1. What powers do LINKs have to enter and view providers of health and social care?

High	Moderate	Low	No experience

Evidence:

2. What exemptions are there to the duty of providers of health and social care to allow enter and view visits by LINKs?

High	Moderate	Low	No experience

Evidence:

## **GOVERNANCE/BOARD MEMBER RESPONSIBILITIES**

Please answer the question and rate your knowledge of the following.

1. What is your experience of working as a board member for other organisations?

High	Moderate	Low	No experience

Evidence:

2. What is the role of the Chair at board meetings?

High	Moderate	Low	No experience

Evidence:

3. What is governance?

High	Moderate	Low	No experience

Evidence:

## **Key Strengths**

Please list three of your keys strengths, providing supporting evidence and linking it to a key skill area listed below.

**1. A key strength for me is...**

**A source of feedback that supports this is...**

**This relates to the following Key Skills/Knowledge (tick boxes)**

- Communication skills
- Group/Interpersonal skills
- IT/Financial/Numerical skills
- Organisational/Personal skills
- Research & Problem Solving skills
- Knowledge of Healthcare structure
- Knowledge of Social Care Structure
- Knowledge of Remit of LINKs
- Knowledge of Enter & View
- Knowledge of Governance/Board Member Responsibilities

**2. Another key strength for me is...**

**A source of feedback that supports this is...**

**This relates to the following Key Skills/Knowledge (tick boxes)**

- Communication skills
- Group/Interpersonal skills
- IT/Financial/Numerical skills
- Organisational/Personal skills
- Research & Problem Solving skills
- Knowledge of Healthcare structure
- Knowledge of Social Care Structure
- Knowledge of Remit of LINKs
- Knowledge of Enter & View

Knowledge of Governance/Board Member Responsibilities

**3. A further key strength for me is...**

**A source of feedback that supports this is...**

**This relates to the following Key Skills/Knowledge (tick boxes)**

- Communication skills
- Group/Interpersonal skills
- IT/Financial/Numerical skills
- Organisational/Personal skills
- Research & Problem Solving skills
- Knowledge of Healthcare structure
- Knowledge of Social Care Structure
- Knowledge of Remit of LINKs
- Knowledge of Enter & View
- Knowledge of Governance/Board Member Responsibilities

**Key Areas for Improvement**

Please list three of your keys areas of improvement, providing supporting evidence and linking it to a key skill area listed below.

**1. A key area of improvement for me is...**

**A source of feedback that supports this is...**

**This relates to the following Key Skills/Knowledge (tick boxes)**

- Communication skills
- Group/Interpersonal skills
- IT/Financial/Numerical skills
- Organisational/Personal skills
- Research & Problem Solving skills
- Knowledge of Healthcare structure
- Knowledge of Social Care Structure

- Knowledge of Remit of LINKs
- Knowledge of Enter & View
- Knowledge of Governance/Board Member Responsibilities

**2. Another area of improvement for me is...**

**A source of feedback that supports this is...**

**This relates to the following Key Skills/Knowledge (tick boxes)**

- Communication skills
- Group/Interpersonal skills
- IT/Financial/Numerical skills
- Organisational/Personal skills
- Research & Problem Solving skills
- Knowledge of Healthcare structure
- Knowledge of Social Care Structure
- Knowledge of Remit of LINKs
- Knowledge of Enter & View
- Knowledge of Governance/Board Member Responsibilities

**3. A further area of improvement for me is...**

**A source of feedback that supports this is...**

**This relates to the following Key Skills/Knowledge (tick boxes)**

- Communication skills
- Group/Interpersonal skills
- IT/Financial/Numerical skills
- Organisational/Personal skills
- Research & Problem Solving skills
- Knowledge of Healthcare structure
- Knowledge of Social Care Structure
- Knowledge of Remit of LINKs

- Knowledge of Enter & View
- Knowledge of Governance/Board Member Responsibilities