

**Healthwatch Slough**  
**IMPLEMENTATION PLAN**

<b>Stage One – Getting the Governance Right</b>				
<b>Task</b>	<b>Project Requirement</b>	<b>By Whom</b>	<b>Timescale</b>	<b>Completed?</b>
	Consortium members sign off Job Description/Person Specification	Ops Mgr	11.3.13	
<b>Creating HealthWatch Slough as a legal entity</b>	Finalise memorandum and articles of association	Local HW Board (LHWB)	14.3.13	
	Memorandum and Articles of Association Signed off by all Trustee Boards and final paperwork completed by Solicitors	Partner CEO's	1.3.13	
	Letters sent to all parties requesting executive Director details	Partner CEO's	14.2.13	
	All Exec Directors to complete Form IN01	Exec D	28.2.13	
	Completion of final IN01	Ops Mgr	28.2.13	
	Final registration with Companies House	Lester Aldridge (LA)	1.4.13	
<b>Creating the Independent Appointments Panel</b>	Consortium members meet to agree potential members of Appointments Panel and remuneration arrangements	Exec D	12.3.13	
	Agree Appointments Panel Role Description and timescales	Exec D	17.3.13	
	Write to potential Appointments Panel members and formalize roles, process and timescales	Ops Mgr	15.3.13	
	Finalise members of Appointments Panel	Exec D	20.3.13	
<b>Seek permission to assign contract</b>	Write to SBC to formal request assignation of contract	H&C CEO	14.4.13	To be assigned to new company direct
	Meet with SBC commissioning rep to finalise arrangements	Ops Mgr		
<b>Appoint Non Executive Directors</b>	Appointments Panel advertises 4 NED roles	Regional Manager	12.3.13	

	Shortlist applicants to 4 roles	AP	End April	
	Interview applicants	AP	Beginning May	
	References and pre-appointment checks	AP	Mid may 2013	
	Appoint 4NEDs	AP	Mid May 2013	
<b>First Board Meeting to formally appoint members</b>	EDs and NEDs meet for 1 <sup>st</sup> meeting to formalize company formation.	Ops Mgr	Within 6 weeks of NED appointments	
	Minutes of first meeting and final paperwork submitted to Companies House	LA		
	Board members sign Conflict of Interest agreements/Code of Conduct/Nolan Principles etc	Ops Mgr		
<b>Finalise and sign off Service Level Agreements</b>	Board meet to agree and sign off detailed SLAs for; <ul style="list-style-type: none"> <li>- Marketing, PR and Communications</li> <li>- Training</li> <li>- Online Activity and Website</li> <li>- Community Involvement</li> </ul>	LHWB	At first Board meeting or special Board meetings as required	
	Board agree process for appointing SLAs including <ul style="list-style-type: none"> <li>- advertising</li> <li>- selection criteria</li> <li>- timescales</li> </ul>	LHWB		

<b>Stage Two – Managing Recruitment and Communications</b>				
<b>Task</b>	<b>Project Requirement</b>	<b>By Whom</b>	<b>Timescale</b>	<b>LA input/ assistance required?</b>
<b>Ensure communication with all staff and existing LINK volunteer groups is clear and sensitive</b>	Agree communication plan with SBC The intention is to develop and work as an integrated team , bringing together a seamless service in Slough .	Management Team (MT)	Within 1 month of contract award	✓

	Finalise joint/shared communication statement to be shared with all parties - consortium/integrated working values and commitment to staff and existing volunteers and service continuity	MT		
	Issue communication to all staff and existing LINK volunteers– give contact details for queries and concerns for all parties and all organisations	MT		
	Update websites	MT		
<b>Finalise all Job Descriptions, Volunteer Role Descriptions and Person Specification</b>	Management Leads from consortium members to sign off final versions	MT	At award date	
	Human Resources (HR) from all parties to confirm grading/salaries	MT		
	Healthwatch Board to sign off final structures	LHWB		
<b>Advertise and appoint to vacant posts</b>	HR reps from individual organisations to finalise Job Descriptions and place advert(s)	HR Leads	From award date	
	Chief Officer and reps from consortium members to shortlist, interview and appoint final vacant posts	CO & MT		

<b>Stage Three – Set Up, Induction and Training of Staff, Monitoring and Reporting</b>				
<b>Task</b>	<b>Project Requirement</b>	<b>By Whom</b>	<b>Timescale</b>	<b>LA input/ assistance required?</b>
<b>Finalise Induction and training programmes</b>	Ops manager to draft integrated Induction Plan in partnership with management leads from all consortium members/sub contractors Induction plans to include relevant orientation to partnership organisations, Board members, community venues including shadowing opportunities	CO & MT	Finalized 12.3.13	✓
	Share induction training schedule with staff	Ops Mgr		

<b>Prepare new Healthwatch Slough induction Packs</b>	To finalise and print based on agreed induction programme	Ops Mgr	Within 1 month	
	All staff issued with Induction Packs	Ops Mgr		
<b>Prepare new Staff Handbooks</b>	HR to prepare and print staff handbooks	HR	Within 1 month	
	Staff issued with Staff Handbooks	HR		
<b>Issue ID badges to all staff</b>	Administration Manager to liaise with Ops Manager and reps from other subcontractors re photos/print/issue arrangements	HR	Within 1 month	
<b>Undertake Staff Induction</b>	Management Leads from consortium members organise individual organizations and to Healthwatch Slough	Ops mgr & MT	From contract date to run for the first 3 months	
<b>Final staff briefing and troubleshooting</b>	Individual Consortium Member reps to meet with staff and resolve outstanding issues	MT	As required through mobilization process	
<b>Ongoing individual training</b>	All staff undertake PODR (Personal and Organisational Development Review) [or own organisational equivalent] and identify individual training needs	Staff Line manager	To be timed as part of staff support and training process	
<b>CAB to appoint local champions</b>	To ensure that the bureau has a designated volunteers to support the employed person responsible for HW issues	Local CAB manager	For start of service	
<b>Champions training meeting</b>	To agree consistent approach and familiarization with CRM requirements	Champs	Within 1 month	
<b>Local Office awareness raising</b>	To ensure all staff and volunteers in CAB understand HW, their role and resources available	Local champ	Within 1 month	
<b>Ongoing support and supervision</b>	All staff undertake support and supervision as per policy	Staff Line Managers	Doesn't include set up of CRM or associated training	
<b>Set Up CRM system including individual licenses</b>	Management Leads liaise with CEO for orientation and initial training	Ops Mgr	Within 1 month	

	Staff training <ul style="list-style-type: none"> <li>- helpdesk staff and Influencing staff who need full access licenses</li> <li>- partner staff and influencing staff and volunteers who need only data entry licenses</li> </ul>	Ops Mgr		
<b>Set up remote staff with IT and telephony</b>	Management Leads to audit needs of new staff	Ops Mgr	Within 1 month	
	Administration Manager to order kit required if necessary	Admin Mgr		
	Administration Manager to plan schedule to install kit and VPN/Remote Desktop for all remote staff	Admin Mgr		
	Administration Manager to audit telephony requirements and order mobile phones if/as necessary	Admin Mgr		
<b>Set Up central Helpdesk</b>	Purchase phone number for Healthwatch Slough	Admin Mgr	Within 1 month	Requested gold number 11.3.13
	Set caller ID and number overlay on existing system	Admin Mgr		
	Helpdesk Staff training on information resources including SOURCE, NHS Choices, NHS Direct, Carers Direct and LA websites	Ops Mgr		
	Set up central mailboxes and website CMS log ins	Admin Mgr		
<b>Stationery</b>	Agree branding and format on stationery Project and Administration Managers to agree layout of stationery – letterheads, business cards	Ops Mgr & Admin Mgr	12.3.13	HWE provided
<b>Central Services – IT log ins, HR files, CRM Licenses Finance/Payroll etc</b>	Management Leads in consortium member organisations to prepare schedule for creating new email accounts etc	MT	Within 1 month	
	Human Resources Officers to undertake all HR paperwork for personnel files and co-ordinate any changes required under the Equality Act 2010	HR		
	Management Leads to coordinate Payroll requirements, pension contributions	MT		
<b>Quality Management, Monitoring and Reporting</b>	Management Leads to audit Quality Policies and implement necessary actions	MT	First review date to be agreed	

	Management leads to produce Operational Procedures for individual service components		Within 1 month	
<b>Set Up Social Media accounts and log in details</b>	Management leads to liaise and agree usernames and editor arrangements	MT	Within 1 month	Twitter set up – Feb 2013
	Social media activity goes live	Ops Mgr		
<b>Set Up Website</b>	Ops manager to sign off website specification	Ops Mgr	Within 1 month	
	Board to agree procurement route for website set up	LHWB		
	Ops manager to oversee website procurement	Ops Mgr		
	Website goes live	Ops Mgr	2.4.13	
	CMS Training for relevant consortium staff	MT		
	Links to partner organisation websites and social media activity	MT		
	Links At special Board meeting for planning to CRM	MT		

<b>Stage Four– Delivery and Reporting</b>				
<b>Task</b>	<b>Project Requirement</b>			
<b>Quarterly Board Meetings</b>	Board administration and forward planning diary in place.	CO	At first Board meeting	
<b>Prioritisation and Decision Making Matrix</b>	Policy agreed at first Board meeting.		At first Board meeting	
<b>Workplan</b>	Planning process and Initial 6 month plan agreed		At first Board meeting	
<b>Management of Sub Contracts</b>	Arrangements for review and planning meetings in place with delivery partners		At first Board meeting	

<b>Influencing Function</b>	Specific aims and objectives agreed -		At special Board meeting for planning	
<b>Information and Signposting central function</b>	Specific milestones and targets for delivery agreed		At special Board meeting for planning	
<b>Information and Signposting walk-in function</b>	Specific milestones and targets agreed		At special Board meeting for planning	
<b>Outsourced Functions</b>	Confirmation of outsourced functions which are not to be delivered by key delivery partners		At first Board meeting	
<b>Reporting</b>	All cases reported on CRM	Local champ	Monthly	
<b>Ongoing Coordination</b>	Champs to meet regularly with Ops manager and Research officer/helpdesk staff to share experience and refine reporting	Ops manager	Quarterly	
<b>Delivery away from CAB main office</b>	Local CAB champs to co-ordinate with outreach service delivery staff/volunteers to ensure information is available at all public access points	Local champs	From 3 months in	
<b>Supervisions</b>	Local CAB champs to have regular supervision session	Local CAB manager	In line with local office timetable	
<b>Annual reports</b>	All local CAB champs to contribute to annual report?	Champ	Annual	

<b>Risk Management</b>					
<b>Risk</b>	<b>Likelihood /5</b>	<b>Impact /5</b>	<b>Status</b>	<b>Risk Management Plan</b>	<b>Comment</b>
<b>Unable to identify suitable candidates for Appointments Panel</b>	1	4	4	<ul style="list-style-type: none"> <li>Start early discussions between partners during tendering process</li> <li>Discuss early with commissioning rep</li> <li>Liaise with CCG and other Strategic Commissioning Forums</li> <li>Use extended networks of Education, Emergency Services, Business Sector</li> </ul>	
<b>Appointment panel unable to appoint NEDs</b>	2	4	8	<ul style="list-style-type: none"> <li>Clear Role Descriptions and Person Specifications of NED posts</li> </ul>	

				<ul style="list-style-type: none"> <li>• Very clear brief to Appointments Panel</li> <li>• Project Support Officer at present during interviews and throughout selection process to offer advice/support</li> <li>• Process for a deciding vote on appointments (?chair of Appts Panel?)</li> <li>• Process for EDs to veto (?)</li> </ul>	
<b>NEDs/EDs don't agree to Model</b>	2	4	8	<ul style="list-style-type: none"> <li>• Clear brief to NEDs prior to appt</li> <li>• Process for NEDS to agree to Model prior to selection process</li> <li>• Project Support Officer available throughout selection process</li> <li>• Early meet between NEDs and Commissioning Officer to describe terms of contract</li> </ul>	
<b>NEDs/EDs require support to carry out their roles</b>	2	4	8	<ul style="list-style-type: none"> <li>• Clear JDs and PSs for each role</li> <li>• Questions asked about training needs/additional requirements during selection process</li> <li>• Personal Development Plan (PDP) created as part of selection process</li> <li>• Resources identified to implement PDP from Governance/Administration budget</li> </ul>	
<b>Healthwatch Slough Board not created by 1<sup>st</sup> April</b>	2	3	6	<ul style="list-style-type: none"> <li>• Regular reports to Programme Board during mobilisation</li> <li>• Shadow Board created if 2 weeks prior to 1<sup>st</sup> April milestones are not reached</li> <li>• Shadow Board agree TOR and continue to implement Mobilisation Plan</li> <li>• Regular liaison with Commissioning Officer</li> </ul>	<p>If Shadow Board is required this will need:</p> <ul style="list-style-type: none"> <li>• TOR</li> <li>• Timeline</li> <li>• Transition arrangements</li> </ul>
<b>Delay in appointing Chief Officer</b>	3	2	6	<ul style="list-style-type: none"> <li>• Clear JD an PS to be signed off as early as possible by the Board</li> <li>• Use all partner networks to advertise</li> <li>• A Board member (ED or NED) is nominated to undertake the oversight of SLAs as an interim measure</li> <li>• Partnership Management Team report to Board Chair as an interim</li> <li>• Influencing Manager assumes senior reporting role to Board</li> </ul>	



<b>Insufficient TUPE Information</b>	4	2	6	<ul style="list-style-type: none"> <li>• HR Officer makes as early a request for information as possible</li> <li>• Regular and open liaison with Commissioning Officer</li> </ul>
<b>TUPE Process takes longer than planned/Staffing not at full complement by 1<sup>st</sup> April</b>	2	2	4	<ul style="list-style-type: none"> <li>• Regular reports to the Programme Board and then Healthwatch Slough Board on progress against milestones</li> <li>• Partnership Management Team agree operational arrangements for delivering SLAs on reduced staffing</li> <li>• Open and regular communication with Commissioning Officer about phased service commencement</li> <li>• Partnership Management Team priorities service delivery/functions and get sign-off from Board to implement a phased service commencement</li> </ul>
<b>Lack of coordination of Mobilisation</b>	3	3	9	<ul style="list-style-type: none"> <li>• Partnership Management Team meet increasingly frequently</li> <li>• Mobilisation Plans are kept fully up to date</li> <li>• Regular Reports to Programme Board and then Healthwatch Board</li> <li>• Mobilisation Board provide unblocking support where needed</li> <li>• H&amp;C Dir Ops maintains overall oversight of local mobilisation</li> <li>•</li> </ul>
<b>Infrastructure not in place by 1<sup>st</sup> April</b>	2	4	8	<ul style="list-style-type: none"> <li>• Regular reports to Mobilisation Board and then Healthwatch Board</li> <li>• Partnership Management Team to provide early reports if milestones are predicted to be missed</li> <li>• Partnership Management Team to agree local resolution to practical issues (such as office space/use of computers) where possible</li> <li>• H&amp;C to provide central support to resolving issues and coordinating orders/hardware/furniture etc</li> </ul>
<b>CRM Not in place by 1<sup>st</sup> April</b>	2	5	10	<ul style="list-style-type: none"> <li>• Regular reports to Programme Board and then to Healthwatch Board</li> <li>• CRM Project Group to report to H&amp;C Trustee Board</li> <li>• CRM Project Group to provide open communication to all parties on development process</li> <li>• Reference Group for Healthwatch to be involved in product development</li> </ul>

				<ul style="list-style-type: none"> <li>Partnership Management Team to agree local processes for capturing data on an interim basis</li> <li>Partnership Management Team agree local process for data transfer once CRM in place</li> <li>Open and regular dialogue with Commissioning Officer</li> </ul>	
<b>Online tools not in place by 1<sup>st</sup> April</b>	2	3	6	<ul style="list-style-type: none"> <li>Regular reports to Programme Board and then Healthwatch Board</li> <li>Basic Website is prioritised as part of work programme</li> <li>Basic Website to contain information about timescales for additional online activity</li> <li>Basic Website to contain essential links to other services as agreed</li> </ul>	Need to agree the content/spec of a "Basic Website"
<b>Current LINK volunteers are not on-board</b>	3	3	9	<ul style="list-style-type: none"> <li>Communication made as early as possible with current LINK volunteers re award of contract</li> <li>Briefing is sent out prior to April 1<sup>st</sup> describing model in more detail and explaining roles etc</li> <li>Partnership Meeting held with volunteers as early as possible</li> <li>Individual meetings with volunteers as necessary</li> <li>2<sup>nd</sup> Briefing send out prior to April 1<sup>st</sup></li> <li>Volunteer Coordinator Post appointed/agreed as early as possible</li> </ul>	
<b>Public unaware of Healthwatch/ Negative public perception/ Public Perception of Conflict of Interest/</b>	2	2	4	<ul style="list-style-type: none"> <li>Mobilisation Board or Healthwatch Board sign-off Level 2 Communications Plan as one of its earliest tasks</li> <li>Early Press Release following award of contract</li> <li>Early development of online tools as a priority</li> <li>Level 2 Marketing SLA if out-sourced is signed off and awarded as early as possible</li> <li>Post/role with a marketing remit is appointed as early as possible</li> <li>Agree joints comms with commissioning officer as early as possible</li> <li>Make maximum use of national branding and national events</li> <li>Launch events planned from as early as possible</li> <li>Open Days use common materials</li> <li>Devise a simple leaflet/poster/bulletin which describes</li> </ul>	Promotional Materials for Open Days/Launch may be different from ongoing - needs to include simple description of the governance

				the governance in its simplest terms	
<b>Overwhelming demand for Info, Advice, Signposting</b>	2	5	10	<ul style="list-style-type: none"> <li>Partnership Management Team agree local contingency plans for peaks in demand</li> <li>Partnership Management Team agree protocols for overwhelming demand</li> <li>Regular Partnership Management Team meetings to discuss activity at different sites, compare common themes, discuss contingencies such as redirected traffic to website etc</li> <li>Regular reports to Mobilisation Board and then Healthwatch Board to monitor trends and discuss long changes to service delivery if necessary</li> </ul>	
<b>Negative perception by previous LINK Host and/or LINK Volunteers</b>	3	1	3	<ul style="list-style-type: none"> <li>Early communications/meetings with existing LINK Host organisation</li> <li>As extensive involvement as possible of existing staff and/or volunteers where this fits reasonably into the Healthwatch model</li> <li>Involvement in legacy work as early as possible – before 1<sup>st</sup> April preferably</li> <li>Introduction to Board Members as early as possible</li> </ul>	
<b>Healthwatch doesn't reach rural or minority communities</b>	3	2	6	<ul style="list-style-type: none"> <li>Marketing SLA/Post includes remit to assist Board to scope its local demography as early as possible</li> <li>Level 2 Comms Plan includes clear methods for reaching diverse groups</li> <li>SLAs to community orgs to assist with outreach are signed off as early as possible</li> </ul>	
<b>Healthwatch doesn't appear integrated to the consumer</b>				<ul style="list-style-type: none"> <li></li> </ul>	
<b>Staff and volunteers are too disparate</b>	3	4	12	<ul style="list-style-type: none"> <li>Partnership Management Team meet as regularly as possible increasing in frequency as necessary</li> <li>All staff and volunteer induction and training is done jointly and under the joint Healthwatch brand</li> <li>Joint team meetings are scheduled regularly and the first organised as early as possible</li> </ul>	
<b>Data Collection is not coordinated</b>	2	5	10	<ul style="list-style-type: none"> <li>CRM is in place as early as possible</li> <li>Good quality joint CRM training in every venue/locality</li> <li>Partnership Management Team to monitor CRM</li> </ul>	

				<p>usage and work collaboratively to resolve issues</p> <ul style="list-style-type: none"> <li>• All SLAs include clear requirements for data collection and partnership working</li> </ul>	
<b>Data analysis is not meaningful or shared</b>	2	5	10	<ul style="list-style-type: none"> <li>• Research Officer is appointed as early as possible</li> <li>• Research Officer induction includes comprehensive introductions to partner organisations and key personnel</li> <li>• Partnership Management Team share data during every meeting – coordinated by the Influencing Manager</li> </ul>	
<b>Multiple complaints are received or service delivery is perceived as poor/substandard</b>	2	5	10	<ul style="list-style-type: none"> <li>• Clear complaints procedures are in place</li> <li>• Clear SLA monitoring is in place as soon as possible</li> <li>• Clear performance management options are articulated in each SLA</li> <li>• Partnership Management Team work collaboratively to resolve local issues</li> <li>• Regular reports to the Healthwatch Board</li> <li>• Comms Plan is amended if necessary to address negative perceptions</li> <li>• Open and regular communication with Commissioning Officer</li> </ul>	