



Harrow Local Involvement Network Annual Report

1st April 2008 to 31st March 2009



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Section One

Foreword

The reason for this report

Local Involvement Networks (LINKs) were established under the Local Government and Public Involvement in Health Act 2007 and under section 227 of the Act, there is a legal requirement for LINKs to publish an annual report about their activities during the previous financial year (i.e. the period from 1 April to 31 March).

A copy of the Act can be found at:

www.opsi.gov.uk/acts/acts2007/ukpga_20070028_en_1. The LINK has a duty to publish its annual report by 30th June after the end of the financial year concerned.

Mission Statement

Harrow Local Involvement Network (Harrow LINK) is an inclusive network that will enable people and organisations in Harrow to have a voice and input to influence the planning, commissioning and delivery of health and social care services to improve the health and well-being of patients, carers, public and service users.

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1. Introduction from Steering Group

The Local Government and Public Involvement in Health Act 2007 introduced LINKs and abolished PPI Forums. This became a reality on 1 April 2008 from which date all local authorities with responsibility for social services were charged with the responsibility of establishing a LINK for their area and procuring a Host organisation to support it and financed through Department of Health funding.

Before April 2008, the Local Authority was already preparing for its task of appointing a Host Organisation for the LINK. A period of “transition” was entered between the PPI Forums and the new structure of patient and public involvement. By July 2008, the Host organisation had been appointed.

The Host immediately became active and very soon the transition became the reality. The past few months have seen a highly productive whirl of activity in determining producing publicity material, engagement activities, governance documents, event planning activities and establishing a rapport with statutory and voluntary sectors amongst other things. We have been witness to an exciting and creative development of ideas and ways of working by the Host and the dedicated people who have been party to the new model. Work did not stop as we transitioned – it merely got better! Everybody involved has to be thanked.

The initial notion, which has led to so much change, has become a dynamic reality, which will make significant contributions to the treatment and care of people in our community. Our LINK is up and working.

2. Harrow LINK's background

A LINK transition support group was set up in the interim (April to June 2008) to discuss how the LINK would develop. A report (LINKs in Harrow 2008) was produced by Age Concern Harrow, with funding from Harrow Council to capture the essential work done by the PPI forums in the anticipation that the Host would be able to use the information to maximise benefits and engagement.

Parkwood Healthcare Limited, a private healthcare company and a subsidiary of Parkwood Holdings was awarded a contract to act as the Host organisation for Harrow LINK by Harrow Council on 1st July 2008 until 31st March 2011. The Host employs two full time staff to develop and provide support to the LINK members/participants ([see appendices B for contact details](#)).

Section Two – Accomplishment

3. Activities

Whilst the bulk of the Host's work between July and September 2008 was finding a suitable base for its Harrow LINK office and staff recruitment, it was apparent from the Mapping exercise done by the Research and Information officer between September and December 2008 that there were many groups that could be defined as “hard to reach” and therefore the LINK participants felt that engaging

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with them was a key requirement in making the LINK successful and agreed to concentrate on these types of groups initially.

References were made to documents listed below to understand the diversity and complexity of the local population.

a) Mapping

To get a thorough idea of the profile and make-up of the population in Harrow, the following documents were consulted:

- Harrow Census
- Harrow Vitality Profile 2006
- NHS Harrow Annual Public Health Report 2008
- NHS Harrow Practice Based Commissioning Plan, (Oct 08 / Sep 09)

Two different strands of organisations were mapped:

- Voluntary Sector
- Health and Social Care services

This resulted in getting a better understanding of the diversity of local population and how many sectors are represented by various community and voluntary groups. Harrow has a very diverse population and although there is relative affluence in many areas there is also deprivation and social exclusion, which the LINK will be planning to communicate and engage with.

b) Harrow LINK Database

A database of local voluntary sector groups and organisations was created from an initial list of approximately 230 names of groups provided by the Local Authority LINK lead. This database now has approximately 400 groups or individuals and is constantly being updated.

Organisation of the database:

Work is currently underway to categorise the data by:

- Organisations
- Wards
- Work areas (community, youth groups, disability, education, faith, health services and housing etc).

This will help in communicating with specific groups or sections of the community or statutory sectors so that it can best set its priorities and utilise its resources to the best effect.

c) Engagement

The LINK engaged with over 50 local organisations and statutory groups ([appendices A](#)). Through an advertising campaign, most notably through word of mouth, self-promotion and media (Harrow Time and Harrow People) the LINK has received

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numerous enquiries and invitations from local community members. This has resulted in enquirers becoming LINK participants, which in turn has led to a diversity of involvement in the Steering Group and ultimately in the LINK Governance Body, the Executive Committee. The LINK is learning much from the engagement and outreach process, the location and size of groups, who they represent, what issues they face in accessing appropriate and good quality health and social care services. All this information will help form the LINK Workplan and enable it to raise these issues with providers and commissioners of services.

d) LINK meetings

To capture the essence of service users feelings on health and social care services in Harrow, the Host held their first meeting with members of the Harrow LINK Transition Group on 20th October 2008, this was followed by “Meet the Host” on 24th November. The objective of these meetings was to establish what the transition group members had done, advise the Host of the local issues and facilitate a working relationship with various local statutory and voluntary organisations.

After some early meetings with Stakeholders, ex PPI Forum members, Voluntary sector organisations and representatives of provider organisations, an initial meeting was held to engage with as many key local individuals and voluntary/community sector groups as possible. From this, the Steering Group was formed which has met monthly throughout the early months of the LINK.

The Steering Group was charged with:

- i. Setting up task groups
- ii. Promoting the LINK and its objectives
- iii. Developing a LINK Governing Body
- iv. Maintaining Patient and Public Involvement (PPI) in the interim
- v. Establishing links with providers and receiving up to date information
- vi. Developing Governance

The above was achieved by:

Establishing an **Event Planning Group**, who with the Host’s help produced publicity material and agreed on the method and engagement activities in launching the Harrow LINK on 26th March 2009 (at Premier House Banqueting in Wealdstone). This event was well attended and resulted in the recruitment of Participants and helped the LINK gain a wider recognition amongst the community and statutory sector. Presentations and Input from key health and social care providers and the ensuing discussions has laid firm foundations for future partnership working to bring about better services.

An **Annual Health Check Commentary Task Group** was set up to provide 2008/09 commentary, for the Central & North West London NHS Foundation Trust, Royal National Orthopaedic Hospital Trust and Harrow PCT.

A **Governing Task Group** was created to steer the Host and agree governance protocols and policies. The following policies were produced:

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- Code of Conduct
- Conflicts of Interest
- Enter and View policy
- Equality and Diversity
- Governance Framework
- Mission Statement
- Protocol for Health care service providers
- Protocol for Social care service providers
- Register of Interests 2009
- Reimbursement Policy
- Terms of Reference for Executive Committee
- Terms of Reference for the Chair of the Executive Committee
- Terms of Reference for the Vice Chair of the Executive Committee
- Terms of Reference for Statutory Sector Liaison Group
- Terms of Reference for the Steering Group

In the absence of a governing body, the group was empowered to make key decisions and report back to the Steering Group.

A **Statutory Sector Liaison Group** (SSLG) was formed with key personnel from Harrow PCT (NHS Harrow), North West London Hospital Trust, Central & North West London NHS Foundation Trust and Royal National Orthopaedic Hospital and the Adult and Children's Complaints and Service Users departments at Harrow Council. Two representatives from the LINK are also part of the group.

The objective for the SSLG group was to:

- To act as a conduit for information between the LINK and the health and social care provider partners across and beyond the borough.
- To share information from individual partner agencies that might be of potential interest and use to the LINK.
- To be available to support LINK development work by providing information to the Host and LINK Members/participants as required.
- To test out and discuss new approaches and ideas.
- To provide advice on the development of strategic procedures to support the dialogue with providers.
- To support the development of the LINK by advising on appropriate training opportunities that may be available to LINK Members/participants.

The early meetings have shown that the group has powerful influence to make change happen. The agreement of Working Together protocols and Enter and View procedures have provided an excellent and appropriate springboard for future working together and progress.

e) Wider Representation

PPI function was maintained by having representation at various meetings and events to gain a stronger understanding of issues and promote a wider recognition of the LINK. Members attended various meetings, including:

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- Acute Service Review Project Patient and Public Panel meeting – 15th December 2008
- Statutory Sector Liaison meetings on 18th Dec 2008 and 24th March 2009
- Harrow PCT Board Meetings on 20th January and 3rd March 2009
- RNOH Board Meetings on 29th January, 26th February and 26th March 2009
- Patient and Public Involvement Stakeholders meeting – 30th January and 26th March 2009
- CLAHRC (Collaboration for Leadership in Applied Health Research and Care) on 13th February 2009
- London LINKs Network meetings – 20th February 2009
- Harrow Overview and Scrutiny meeting – 16th March 2009
- Improvement to surgical care for 0 –18 years old in NW London – 17th March 2009
- London LINKs Maximising Commentaries (feedback session) - 24th March 2009
- NWLHT Board meeting on 25th March 2009
- London LINKs Consulting Chair meeting – 27th March 2009
- Mount Vernon Cancer Development Project – 30th March 2009
- Patient & Public Involvement and Partnership Committee (PPICO) meetings

The feedback and experience gained from these meetings have resulted in the participants becoming better informed of the policies, procedures and issues within the Health and Social care sector.

f) Consultations

To support the views of the local carers and service users and gain a better understanding of the issues, Harrow LINK representatives participated by inputting into key consultations regarding the Acute Services Review, the London Stroke and Trauma consultation and the development of GP Equitable Access provision. They also participated in Future Partnership Governance Arrangements for Adult Health and Social Care in Harrow on 16th March 2009.

Some Participants contributed individually to an online survey conducted by Kingston University student for her BA Honours degree's dissertation on Local Involvement Networks.

g) Events

The Host promoted the LINK's work by attending the events below, distributing leaflets and providing a summary of the LINK's objectives and statutory powers.

- One4One event (a volunteering scheme hosted by Harrow Council).
- Healthcare for London in St Ann's Centre, which was designed to improve local knowledge of local health services.

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- Practitioners Fair – Harrow Teachers Centre, which provided information about range of services available to children and youths.

h) Patient Environment Action Team (PEAT)

The LINK was invited to participate in PEAT inspections to see if the units assessed below complied with relevant infection prevention and control policies.

- Rosedale Court, Greenford Road on 11th March 2009
- Roxbourne Complex on 26th March 2009

Although these are statutory internal procedures it is very useful for the LINK to be involved in this way and gain understanding of methodology and processes for inspecting and improving services.

4. LINK Participants

As on 31st March 2009, Harrow LINK had 36 participants from various local communities and organisations (listed below) reflecting some of Harrow's diversity, registered on its database.

- Age Concern Harrow
- Burnt Oak Christian Fellowship
- Harrow African Caribbean Association
- Harrow and Brent Campaign Group
- Harrow Association of Disabled people (HAD)
- Harrow Association of Somali Volunteers Organisation (HASVO)
- Harrow Association of Voluntary Services (HAVS)
- Harrow Crossroads
- Harrow Humanist Society
- Harrow Mencap
- Harrow Public Transport Users Association
- Harrow Rethink Support Group
- Harrow Shop Mobility
- Harrow Youth Service
- Methodist Church
- Older Persons Reference Group (OPRG)
- Relate London North West
- Royal National Orthopaedic Hospital Patient and Users group
- Sangat Centre
- Stanmore College
- The Pension Service for Harrow

10 participants registered themselves as "Independent" whilst 26 registered as representatives from local organisations. One participant from the Harrow and Brent Campaign Group has since resigned.

The LINK will look to turn involvement into Participation in order to strengthen the size and diversity of the Network.

Section Three – Next Steps

5. Work in progress

The LINK realise that there is still work to be done before major improvements are seen.

Next steps

The formation of a **Harrow LINK Executive Committee** in June will help the LINK to focus on specific issues and take a step forward in establishing a good rapport with the community and the statutory sector.

- The LINK needs to engage with other LINKs to understand wider issues and promote good practices.
- The LINK will agree its governance and establish its methodologies and processes for achieving its outcomes.
- The LINK will form a Work Plan, which has to be achievable and realistic. And informed by the information received and intelligence gathered.
- The LINK will develop a Community Engagement Strategy which will lead its engagement and participation work and inform its Workplan
- The LINK will develop Communication and Information Sharing Strategy in order for the LINK to meet the communication needs of a diverse community.
- The LINK will identify and develop relationships between the network and the Host Organisation and develop relationships with key local stakeholders and develop working protocols with other LINKs.
- The LINK will create a Training and Support programme with the help of the Host.
- The LINK will encourage Recruitment and Retention of Participants. This is an important step in keeping the LINK healthy and in touch with the local needs.

This will help the LINK to pursue its objectives and achieve its outcomes in the forthcoming year.

Section Four – Financial Summary

6. Income and Expenditure

Transition Period

Harrow Council received £10,000 funding from the Department of Health (DH) to help set up the LINK during the transition period (November 2008 and March 2009). We have been given to understand that the funding has been used as follows:

- £2,000 for **consultation and transition** meetings, venue, refreshment and administration support
- £4,000 was used for the **tendering process** and appointing a Host
- £4,000 was used for legal fees

Annual LINK Funding

The DoH allocates a sum of £138,000 per year to the Local Authority (Harrow Council) towards running Harrow LINK, though this money is not ring-fenced.

The Council deducts £18,000 (13%) as part of its contract management fees, legal consultant's charges, meetings, room hire, administration support and the services of a part-time LINK Lead. The remainder (£120,000) is released pro-rotta on a monthly basis to Parkwood Healthcare to run Harrow LINK.

During the accounting period, and as the Host was not in place until 1st July 2008, the Council retained a total of £48,000 (less its own management etc fees) as a contingency although it is possible that the balance will be used as part of its operational costs.

A total of £90,000 was released to Parkwood Healthcare between July 2008 and March 2009.

Parkwood Healthcare used the funds as follows: **(£90,000)**

Summary of Host's allocation

Fixed Overheads	£68,357
These include wages, salaries, office set up costs, rent and rates, Insurance cost and HR, Admin, IT support and contribution	
Running Costs	£14,052
These include Utility bills, publicity material, postage, stationary and printing and Office and IT equipment costs	
Expenses	£7, 591
These include hosting expense like venue hire, refreshment, members expenses, training and staff travel costs	
Total	£ 90,000

Section Five

7. Conclusion

This report summarises the work and the effort put in by everyone involved. It is a true reflection of what the LINK and the Host have done to engage with the local communities and voluntary organisations as well as statutory bodies.

The LINK acknowledges the effort of all the statutory bodies and voluntary organisations and individuals in assisting the LINK to establish itself and look forward to working with them.

The LINK looks forward to helping all in the Harrow health and social care network to shape services to meet their needs and relishes the opportunity to engage with service users, providers and the interested public in the ensuing year.

Our special appreciation goes to those members of the Steering Group who have produced Annual Health Check Commentaries, provided lay representation on provider committees, boards and PEAT inspections, produced draft Governance documents, planned events and attended LINK meetings.

The Steering Group would like to thank the Host and the LINK Management team at the Council for its support and making available the appropriate resources and skills for making this accounting period a success that it is.

Name: Mr Julian Maw

(Member of the Steering Group)

Signature: *Julian Maw*

Signed on behalf of the Steering Group

Date: 20th May 2009

This report will be circulated to:

- The Office of the Secretary of State
- The Care Quality Commission
- Harrow Council
- Harrow Overview and Scrutiny Committee
- NHS Harrow
- Royal National Orthopaedic Hospital Trust
- Central & North West London NHS Foundation Trust
- North West London Hospital Trust
- London Ambulance Services

This report is also available on the Harrow LINK website: www.harrowlink.org.uk

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Voluntary and Community Sector

The following Organisations were contacted:

- Advocacy Voice
- Afghan Association of London
- Age Concern Harrow
- Anchor Trust (Care Homes)
- Anglo-Indian Council
- Anjali Centre
- Asian Foundation for Help
- Association of Jewish Refugees
- Attention Deficit Hyperactivity Disorder (ADHD) Association Harrow
- Bentley Day Centre
- Buchanan Court (Care Home)
- Burnt Oak Christian Fellowship
- Business Link
- Carer's Support Harrow (Harrow Carers)
- Carlton House (Care home)
- Children First
- Community Link-Up
- Consortium of Anti-Racist Refugee and Minority Ethnic Association
- Contact the Elderly
- Edo State Women's Association
- Fitz Health Club
- Grange Nursery Centre
- Harrow African-Caribbean Association
- Harrow Association of Disabled People
- Harrow Association of Voluntary Services (HAVS)
- Harrow Council of Racial Equality (HCRE)
- Harrow Crossroads
- Harrow Healthy Living Centre
- Harrow Iranian Community Association
- Harrow Muslims Collective

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- Harrow Refugee Forum
- Harrow Public Transport Users Association
- Harrow Women's Centre
- Horn Project
- Horn Response
- Indian Association of Harrow
- Jaago Punjabi Women's Association
- Kenton United Synagogue
- Kids Can Achieve
- Kingsley High School Parents
- London Borough of Harrow Children's Information Service
- Loud and Clear
- Middlesex Association of the Blind
- Middlesex Tamil Association
- MIND in Harrow
- Pakistan Women's Association of Harrow
- Partnership of Older People (POP)
- Russian Immigrants Association
- Special Connection
- Wealdstone Youth Centre
- Welldon Activity Centre
- World Federation of KSIMC (Khoja Shia Ithna Asheri Muslim Communities)
- Youth Offending Team (YOT)

Statutory Sector

Meetings have been held with:

- Harrow Primary Care Trust (NHS Harrow)
- North West London Hospital Trust (NWLHT)
- Royal National Orthopaedic Hospital (RNOH)
- Central & North West London NHS Foundation Trust
- Adult Social Care Services - Harrow Council

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