



## **GOVERNANCE FRAMEWORK**

**Developed: March 2010**  
**Revised: March 2011**  
**Review date: March 2012**

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# 1. Welcome

Staffordshire Local Involvement Network (LINK) and the Host organisation (tbc) would like to thank you for volunteering as a participant of the Staffordshire LINK.

**LINK** stands for **Local Involvement Network**. LINKs have been set up around England to make sure people, groups and organisations can bring their local knowledge about the health and adult social care services they receive. By joining, any individual or representative of an organisation with an interest in the health and social care of the people of Staffordshire can participate in Staffordshire LINK and its activities.

The job of the LINK is to find out what people like and dislike about their health and social care services, and to work with the people who plan and run them to help make them better. This may involve talking directly to health and social care staff about a service that is not being offered, or suggesting ways that an existing service could be made better.

Anyone can join the LINK or contribute to its activities because everyone's views matter. Participants may include carers, service users, community leaders and patient representatives. The LINK also welcomes groups and organisations eg. charities, faith groups, residents' associations, youth councils, black and minority ethnic organisations, business federations - in fact anyone who wants to make sure that the needs of their community are listened to.

A LINK is only as strong as the number and diversity of the participants who are involved and the more people that get involved in your LINK, the stronger and more influential it can become.

You can give as much or as little time to the LINK that is convenient for you - you might just want to reply to a survey form or questionnaire; you may have time to attend an occasional meeting and hear about an issue that interests you; you may want to use your skills as part of a project group looking into a specific issue; or you may be able to dedicate more time on a regular basis as a representative of the LINK in a formal role - it is entirely up to you.

This Governance Framework sets out how the LINK conducts its activities and what is expected of you as a Staffordshire LINK participant.

Thank you for your contribution.

## 2. Aims and Objectives

The LINK exists to contribute to the improvement and shaping of Health and Adult Social Care services provided for the people of Staffordshire.

Staffordshire LINK is an umbrella organisation which brings together other networks, organisations and individuals in Staffordshire to enable them to have a voice in improving health and social care services.

The background for setting up LINKs is the Local Government and Public Involvement in Health Act 2007. The Act received Royal Assent on 30<sup>th</sup> October 2007. The Act provides a legislative framework for a number of proposals in the Local Government White Paper 2006. A number of legislative provisions made in the Act relate to health and social care:

### **Part 14 – Patient and public involvement in health and social care**

The Act abolishes Patient and Public Involvement Forums and introduces Local Involvement Networks (LINKs). LINKs will be networks of local people and groups that will ensure local communities can monitor service provision, influence key decisions and have a stronger voice in the process of commissioning health and social care. LINKs will cover the geographical area of Local Authorities that have social services responsibilities. To enhance their independence, LINKs must be hosted by a body other than a Local Authority or an NHS body. The task of finding the Host has been given to Local Authorities.

The role of a LINK is to:

- Encourage and support more people to get involved in shaping local health and social care services;
- Listen and seek views from every section of the community to collect and understand public opinion and experience to communicate and represent their wants and future need for their health and social care services;
- Understand and influence what is planned for future change in the County and help to decide what services should be commissioned;
- To influence the way services are delivered to implement change and improvement in Health and Social Care in Staffordshire;
- Provide the community with a mechanism for monitoring and reviewing local care services and the ability to hold them to account;
- Inform those who commission, run and scrutinise local care services, what local people have recommended to help improve services.

### 3. Powers and Duties

The legislation means that the work of the LINK is underpinned by its statutory powers which enable it to:

- Ask questions of commissioners and providers of health and social care services in order to gather information and receive a response within 20 working days
- Make recommendations and get a response within 20 working days
- Refer matters to the local Overview and Scrutiny Committee and get a response within 20 working days
- Enter and view specific types of premises where publicly funded health and adult care services are provided.

The legislation requires the LINK to agree, publish and comply with a procedure(s) for the making of "relevant decisions" by the LINK and about how it will use its powers. The LINK must also publish written statements of its decisions and the reasons for them. If the LINK amends its procedure(s), it must publish them within a reasonable time.

There is also a specific statutory duty on the LINK to produce an Annual Report for each year ending on 31<sup>st</sup> March.

## 4. Structure and Decision-making

### Structure

A diagram showing the operating structure for Staffordshire LINK can be found at Appendix A.

### Decision-making

The reputation of the LINK as an open, fair, publicly-funded organisation with a high standard of integrity and commitment to its aims and objectives is dependent on the integrity and behavior of the volunteers who make up the LINK as its participants.

(See Code of Conduct and Disciplinary Procedure)

The LINK will ensure that the decisions it makes are reflective of the priorities of the local communities and will evidence that wide consultation and information gathering has taken place before decisions being taken.

#### a. Workplan priorities

The process for identifying work plan priorities for the LINK is based around a programme of engagement activities as well as being responsive to issues brought to the LINK's attention as follows:

- Information, views and feedback are gathered from a range of broad and specific community engagement activities in order to identify concerns around health and adult social care services
- LINK Support Team undertake research/analysis and, having used the work plan prioritisation aid (see Appendix B), will produce a summary report on the issues and key priority themes identified for LINK participants to vote on in order to approve these as workplan activities
- LINK participants vote on the priorities either by on-line/web-based voting tool or, for those without internet access or who prefer to engage face to face, at a series of community engagement events.
- In parallel with these activities, joint planning meetings with the Overview and Scrutiny Committee will also take place to inform work planning decisions, identify joint working opportunities and ensure that duplication of work projects does not take place.
- The outcome of the voting process and joint planning meetings with OSC will be published on the LINK website and in its bulletin.
- The results identifying the top priorities for the LINK's workplan are then referred to the Co-ordinating Group for the allocation of resources and/or establishment of workplan project groups and/or instruction for further work to undertaken by the LINK Support Team.

- An additional process to deal with emergency issues is in place which enables the Co-ordinating Group to make decisions and take action (against set criteria) in circumstances that require a quicker response.

**b. Meetings and Communication**

The LINK is committed to ensuring that all of its activities are open and transparent, and to ensuring the highest levels of accountability and probity. The dates of all meetings of the LINK will be published on the LINK website and in its bulletins and the agenda for such meetings will be posted on the website normally 10 calendar days before the publicised date of the meeting (paper copies will be available on request). Meetings of the Co-ordinating Group (see section 5 below) will be open to the public to attend. Anyone wishing to ask a question of the Co-ordinating Group in respect of any of the agenda items, should submit their question in writing/email at least 5 calendar days before the meeting, to the LINK Support Team. Time at the end of each meeting will be allocated in order to respond to any questions received.

Decisions of the Co-ordinating Group shall be on a majority voting basis and subject to each meeting being quorate, with a minimum of 5 members present, and in the event of a split decision the Chair (or Vice Chair in their absence) will have a casting vote.

Details of the LINK Co-ordinating Group members will be published on the LINK website and in the LINK Annual Report.

All other LINK meetings shall have an agenda (with adequate information and supporting papers to enable participants to make informed decisions) which will be published on the LINK website and circulated by the LINK Support Team in advance of the meeting by either post or email upon request.

Items for inclusion on a LINK meeting agenda may be submitted by any participant of the LINK through the LINK Support Team office for consideration but this must be done 10 working days before any meeting and accompanied by any supporting documentation.

All notes and minutes of meetings of the LINK will be published on the LINK website by the LINK Support Team as soon as practicable after the meetings.

The activities of the LINK and opportunities for involvement will be publicised on the LINK website and in the regular LINK bulletin and wider network bulletins and websites. Records of any LINK meetings held, decisions made and the reasons for those decisions being taken will also be published on the LINK website (paper or email copies can be requested from the LINK Support Team office).

**c. Project Work**

The LINK may commission or support other organisations to do pieces of work subject to the LINK approving the work to be done and reporting its decision to do so on the LINK website and in its regular bulletin. The Co-ordinating Group will be responsible for the allocation of resources from the LINK budget for any such commissioned work following the decision by the LINK to undertake it. The LINK will ensure that relevant work receives publicity and that all reports are put on the LINK website.

**d. Relationships with the media**

The LINK will work in collaboration with the media to ensure that the work of the LINK is widely known and publicised. Comments and articles to the media on health and social care issues shall only be made by members who have received media training and after agreement with the LINK's Communications, PR and Media lead in relation to authorised LINK activity. Any comment on health and social care issues shall be accurate and factual, based on current knowledge and activity of the LINK and not simply a matter of personal opinion. All other comments shall not use the authority of the Staffordshire LINK name to gain publicity. Any LINK participant making unauthorised comments to the media or press shall be deemed to be in breach of the LINK Code of Conduct and associated protocols.

**e. Training and development of LINK participants**

To ensure that the work of the LINK is well informed anyone wanting to work on authorised LINK activity must be willing to participate in relevant training based on individual training needs analysis conducted by the LINK Support Team office.

The LINK Support Team office will work with the Co-ordinating group lead for Training in respect of developing training programmes for LINK participants in fulfillment of LINK activities.

All necessary training costs and related expenses shall be paid for through the LINK budget following approval by the Co-ordinating Group.

**f. Governance Framework review**

The Governance Framework will be reviewed by the Co-ordinating Group in March 2011 and annually thereafter.

### **g. Conflict of Interests**

Participants will declare any conflict of interest at the start of a meeting, or any circumstances that might be viewed by others as a conflict of interest, and update their declaration as soon as it arises and prior to any meeting. Participants must accept that this may result in them agreeing to withdraw from the decision making process in which they could be seen to be biased or seen to be influenced by their 'interest'.

To ensure that the LINK carries out its responsibilities in an impartial and transparent way a Conflict/Register of Interests (Appendix C) will be maintained by the Host organisation. Participants will always strive to act in the best interests of LINK. Participants will submit to the judgement of the Co-ordinating Group and the Host organisation (as an independent party) and do as required regarding potential conflicts of interest. In the event of failing to declare a conflict of interest, participants accept that this may be viewed as a breach of the Code of Conduct.

### **h. Expenses**

All LINK participants will be reimbursed for out-of-pocket expenses incurred in the course of undertaking authorised work on behalf of the LINK. Staffordshire LINK will not reimburse expenses for those individuals who already claim through their work organisation.

LINK participants can only claim for actual costs such as:

- Travel and other related expenses towards attendance at meetings as arranged by the Host
- Activities in direct relation to LINK, such as training, conferences and events as authorised by the Co-ordinating Group and/or the Host
- Travelling and other related expenses towards attendance at public meetings as a LINK representative as authorised by the Co-ordinating Group or the Host
- Caring responsibilities
- Child care responsibilities

Cars and motorcycles

- LINK participants will use their own personal car or motorcycle for LINK business
- LINK participants must have valid motor insurance that covers volunteering activity
- LINK participants must have a valid driving licence, road fund licence and MOT if appropriate
- The LINK will not cover the cost of fines or penalties incurred by LINK participants whilst on LINK business

- The LINK will not cover the cost of damages to private car or motorcycles, which should be covered by the participants' own insurance and breakdown cover
- LINK participants on authorised LINK business will be repaid expenses in accordance with the Inland Revenue's approved mileage rates. For 20011/12 these are:

	First 10,000 miles claimed in the tax year	Each mile over 10,000 claimed in the tax year
Car	45p	25p
Motorcycle	24p	24p
Bicycle	20p	20p
For each passenger	5p	5p

#### Bus

- LINK participants who use public buses will be reimbursed for the cost of the fare in full
- LINK participants who require assistance of a carer to accompany them will be reimbursed for the cost of the fare in full

#### Train

- LINK participants who use the train will claim the cost of the fare in full
- LINK participants who require the assistance of a carer to accompany them will claim the cost of the fare in full
- LINK participants will be reimbursed for standard class tickets only. Where possible travel should be off peak and booked in advance.

#### Taxi

- The use of taxis must be discussed with the LINK Support Team in advance

#### Parking

- LINK participants using their own personal private care or motorcycle for LINK activities can claim the cost of car parking tickets in full

#### Carer and child care expenses

- Expenses will only be paid for reasonable and necessarily incurred costs which must be approved by the LINK Support Team in advance.
- A participant cannot claim for care that is: provided by a member of their household; provided by a person who is under 16; or already provided by, or paid for by another organisation.

### Claiming expenses

- Claims should be submitted to the LINK Support Team on the appropriate claim form and with all relevant original receipts
- Claims for expenses incurred whilst undertaking authorised LINK representation or activities, must be supported by a feedback report in respect of the outcomes of the meeting, the relevance to LINK business and any further consultation with LINK members or the public that is required. Submission of claims for expenses without the required supporting feedback report will be returned to the claimant for completion. A feedback report template is available for representatives to use and this will be supplied when authorisation for their representation of the LINK has been approved.
- Claims must be submitted by the end of the month following the month in which the expense(s) were incurred
- Payments will be paid by BACS and the relevant form (available from the LINK Support Team) must be completed and returned prior to expense claims being submitted.

## 5. Roles and Responsibilities

### a. LINK Participants

Participation in the LINK is open to any individual or representative of an organisation with an interest in the health and social care of the people of Staffordshire.

Participants will need to register their details with the LINK so that they can be kept informed of its decisions and get involved in its activities should they so wish.

Registration is by way of completion of a simple form. Representatives of groups would also need to complete an organisation registration form. Help from the LINK Support Team is available if participants require assistance with this.

To assure the public that Staffordshire LINK responsibilities are carried out in an impartial and transparent way, LINK participants will be asked to declare any information appropriate for inclusion on a Register of Interests and where participants have a conflict of interest they should declare it and withdraw from any relevant decision making process.

### b. Co-ordinating Group

Staffordshire LINK is overseen by a Co-ordinating Group of a maximum of 11 members, who are selected by an independent panel who do not have a direct interest in Staffordshire LINK who would be drawn from:

- The voluntary and community sector
- Staffordshire County Council
- Member representative(s) from a LINK outside the area.

The selection workshop will have independent facilitation of the proceedings and the selection of candidates is made using assessment against criteria for each role and scoring against each criteria. The selection process which can be found at Appendix D.

The role of the Co-ordinating Group is to oversee the implementation of an effective LINK in Staffordshire and includes responsibility to direct the work of the LINK and to support and enable groups and individuals to carry out work of the LINK. Its role is to ensure the workplan is fully implemented and monitored; ensuring key stakeholders are represented; identifying workplan activities and allocating resources from the LINK budget. Responsibility for the implementation of the Governance Framework which sets out how the LINK functions together with clear roles and responsibilities, and any revisions to it; standards of conduct within the LINK including disciplinary measures.

The Co-ordinating Group of the LINK will comprise a group of people with a range of skills, knowledge and experience which, when combined, can be used to guide the LINK effectively and make timely and appropriate decisions. The Co-ordinating Group is collectively responsible for the success of Staffordshire LINK and includes responsibility to maintain financial viability, ensuring high levels of probity and value for money and delivering high standards of governance, ensuring that the LINK meets its duties under the legislation. The Co-ordinating Group will be accountable to the LINK for its activities and decisions.

The Co-ordinating Group will have a maximum of 11 members, who will be individuals or representatives from Voluntary and Community sector organisations. This is to ensure that in line with LINK legislation and guidance that both individuals and groups are represented at the heart of Staffordshire LINK governance arrangements. Each member is required to commit a reasonable amount of time to the LINK plus attendance at relevant meetings.

In order to avoid any conflicts of interest a robust conflict of interest policy and statement is in place (see Appendix C) that all members of the Co-ordinating Group have to sign up to. If any conflict of interest means that the individual is unable to participate in a significant amount of the Co-ordinating Group activities and decision-making processes, their membership of the Group would be rescinded. All members of the Co-ordinating Group **must** complete and return to the LINK Support Team the conflict of interest statement.

Members of the Co-ordinating Group will have responsibility for the following:

- Chair and CRB process
- Vice Chair and CRB process Contract monitoring Training Health Overview and Scrutiny Committee liaison

- Equality and Diversity Finance and Audit
- Community Engagement and partnerships Communications, PR and Media Legislation, policy and governance Entering and Viewing services

Members of the Co-ordinating Group will serve for a period of up to 2 years and are able to re-apply for a role should they so choose. Details of the roles and required experience and skills can be found at Appendix E. Due to the transitional nature of LINKs to Healthwatch no formal recruitment process for membership of the Co-ordinating Group is intended. However, at the discretion of the Group expertise when required may be sought and individual(s) co-opted on to the Group for a fixed period. This will only apply up to 31<sup>st</sup> March 2012 or until the implementation of Healthwatch.

A schedule of meeting dates and locations will be published on the LINK website and in the LINK bulletin.

### **c. Workplan Activities**

When workplan activities are identified, the Co-ordinating Group may:-

- allocate resources and/or establish workplan project groups to undertake a piece of work and/or to monitor particular services;
- request a series of enter and view visits to observe, assess quality of services, seek views and gather information in support of a workplan project;
- commission or support other organisations to do pieces of work in support of a workplan project;
- instruct further research and analysis to be undertaken by the LINK Support Team in support of a workplan project;
- agree to joint working with Overview and Scrutiny Committee or other body where appropriate.

Where a workplan project group is established:

- each group must appoint a Chair to take responsibility for what the group does. The appointment shall be confirmed by the Co-ordinating Group;
- each group will conform to the Code of Conduct of the LINK and develop its own Terms of Reference, work plan and delegated powers agreed by the Co-ordinating Group.
- the Co-ordinating Group will identify the level of support to give each group in terms of organising meetings, taking minutes, research, supporting work projects, and promotion and advertising activities.
- the membership and remit of all project groups will be published on the website and in LINK bulletins.

The Co-ordinating Group is responsible for the work of the project groups and project groups will produce reports with recommendations for approval by the Co-ordinating Group. Reports and recommendations will be available on the LINK website.

The Co-ordinating Group will refer issues to the Staffordshire County Council Overview and Scrutiny Committee or other appropriate body after full consideration and when direct approaches to commissioners and providers have not secured a satisfactory outcome.

#### **d. Trained Authorised Representatives (Enter and View)**

The Local Government and Public Involvement in Health Act 2007 and Statutory Instrument 2008 528 give the LINK powers to Enter and View premises where publicly funded health and social care is being provided in order to carry out its duties in monitoring and reviewing services.

The LINK will seek volunteers where issues or concerns are raised about a service, to undertake enter and view visits in order to develop a pool of trained authorised representatives who will observe, assess quality of services, seek views and gather information about services as part of an authorised workplan activity. Trained authorised representatives will produce a report of their findings for the Co-ordinating Group and any other group that would need to know the outcome of the visits.

When undertaking the role of authorised representative participants will:

- Undergo training in relation to enter and view
- Respect the confidentiality of all concerned, including service users and the confidentiality procedures of the organisation involved
- Adhere to the brief and remit of the enter and view visit
- Give due respect to the professionals involved
- Undergo an enhanced Criminal Record Bureau check (CRB)
- Adhere to the LINK's enter and view code of conduct, policy and procedures.

The Co-ordinating Group shall approve and authorise individuals to represent the LINK for the purpose of entering and viewing health and social care establishments in accordance with guidance published by the NHS Centre for Involvement and agreed protocols.

Entering and viewing health and social care establishments on behalf of the LINK shall be carried out **only** by authorised, enhanced CRB checked representatives of the LINK who have received all the relevant training.

All LINK representatives volunteering for Enter and View activities shall have to undergo an enhanced CRB check that is acceptable to the LINK as decided by the LINK Co-ordinating Group led by the Chair and Vice Chair following the endorsed practice of CRB. The criminal record of a participant will be taken into account only when the conviction is

relevant. Unless the nature of the work demands it, you will not be asked to disclose convictions that are 'spent' under the Rehabilitation of Offenders Act 1974. Having an 'unspent' conviction will not necessarily bar someone from being an applicant. This will depend on the circumstances and background to the offence(s). Where a conviction has been disclosed in an individual's application, a discussion will take place regarding the offence and its relevance to the participant. The Chair and Vice Chair of the Co-ordinating Group will have lead responsibility for overseeing the CRB check process. Staffordshire LINK shall comply fully with the CRB Code of Practice and will not discriminate unfairly against any subject of a CRB disclosure on the basis of conviction or other information revealed.

Anyone requiring an enhanced CRB check as a LINK authorised representative should first be interviewed by the Co-ordinating Group's Chair and Vice Chair to ensure they are fully aware of the application procedure and any implications for themselves.

Each authorised person must be provided with an ID card and written evidence of their right to enter and view, and produce this authorisation upon arrival at any premises.

The LINK must make publicly available a list of its authorised representatives and this will be published on the LINK's website.

Entering and viewing health and social care providers on behalf of Staffordshire LINK shall only be done as part of the Staffordshire LINK agreed workplan activities. The purpose in using the power to enter and view in any case shall be clearly established and in accordance with the LINK workplan. The outcomes of the visit shall be recorded and a report submitted to the LINK Support Team for referral to the Co-ordinating Group.

- e. **Partnerships** The LINK will seek to develop partnerships with providers; commissioners; third and independent sectors; NHS; JCU and social care partners; CQC and other statutory organisations; and existing voluntary and community networks and groups. In order to develop good links for effective communication, two-way flow of information to assist in identifying issues and themes from across the whole county of Staffordshire for consideration by the Co-ordinating Group.

#### **f. LINK Champions**

The Co-ordinating Group will seek to appoint LINK Champions to represent its views and speak on behalf of the LINK at meetings. LINK Champions will be given training in this regard and will be expected to report back to the Co-ordinating Group following attendance at any meetings using a written submission.

#### **g. Host Organisation**

It is the understanding of the Co-ordinating Group that in the transition period from LINKs to the implementation of Healthwatch, that Staffordshire County Council has been granted dispensation to allow the LINK to operate without a Host organisation.

#### **h. Confidentiality and Data Protection**

All participants of the LINK may not disclose, divulge, or make accessible confidential information belonging to, or obtained through their affiliation with the LINK to any person, including relatives, friends, and business and professional associates, other than to persons who have a legitimate need for such information and to whom the LINK has authorised disclosure.

LINK participants shall use confidential information solely for the purpose of performing services in an authorised capacity on behalf of the LINK. This policy is not intended to prevent disclosure where disclosure is required by law ie. Freedom of Information Act 2000. All participants must exercise good judgment and care at all times to avoid unauthorised or improper disclosures of confidential information. Conversations in public places, such as restaurants, elevators, and public transportation, should be limited to matters that do not pertain to information of a sensitive or confidential nature. In addition, LINK participants should be sensitive to the risk of inadvertent disclosure and should for example, refrain from leaving confidential information in plain view and refrain from the use of speaker phones to discuss confidential information if the conversation could be heard by unauthorised persons.

At the end of a participant's association with Staffordshire LINK and/or upon the termination of an authorised role within the LINK, he or she shall return, at the request of the LINK Support Team, all documents, papers, and other materials, regardless of medium, which may contain or be derived from confidential information, in his or her possession.

Information about individuals will only be processed in line with established regulations (Data Protection Act 1998). The lawful and correct treatment of personal information is critical to the LINK's successful operations and to maintaining confidence. Personal data will be collected, recorded and used fairly, stored safely and securely and not disclosed to any third party unlawfully in compliance with the data protection principles which state that personal data must be:

- Obtained and processed fairly and lawfully
- Held only for specific purposes
- Adequate, relevant and not excessive
- Accurate and up to date
- Not kept longer than necessary
- Processed in accordance with the Act
- Kept secure and protected

- Not transferred outside of Europe.

Any LINK participant breaching the confidentiality and data protection policy shall be deemed to have breached the LINK's Code of Conduct and will be subject to appropriation action by the Co-ordinating Group in accordance with the LINK's disciplinary and complaints procedures.

#### **i. Equality and Diversity**

It is the policy of Staffordshire LINK not to discriminate including, but not limited to, on the basis of gender, sexual orientation, marital status, any gender reassignment, race, religion or belief, colour, nationality, ethnic or national origin, disability or age. Furthermore the LINK will ensure that no requirement or condition will be imposed without justification which could disadvantage individuals purely on any of the above grounds.

The LINK will ensure that individuals are treated on the basis of their relevant merits and abilities and shall not be disadvantaged by any policies or conditions which cannot be justified as necessary for operational purposes. Participants will be given equal opportunities and access to training to enable them to participate fully in the LINK activities.

Staffordshire LINK shall, at all times, strive to work within legislative requirements as well as promoting best practice. The LINK's long-term aim is that the composition of its participant representation should reflect the community and that all individuals should be offered equal opportunities to achieve their full potential. Staffordshire LINK is committed to a programme of action to make this policy effective and to bring it to the attention of its participants. The principle of non-discriminatory action and equality of opportunity applies to the treatment of all individuals that Staffordshire LINK comes into contact with.

Any act of discrimination by LINK participants or any failure to comply with the terms of this policy will result in disciplinary action.

## **6. Policies and Procedures**

In addition to the Governance Framework, additional operating policies and procedures for Staffordshire LINK which must be adhered to by all LINK participants are listed below:

Code of Conduct

Complaints

CRB policy

Enter and View policy, procedures and code of conduct for Authorised Representatives.

## 7. Appendices

## **Appendix A Structure Diagram**

### Voluntary and community sector

Development of working relationships with existing networks; user-led organisations and community and voluntary sector partners to develop good links for effective communication and flow of information. Have a role on project groups and on Co-ordinating Group. Members of LINK Partnership Group^.

Work alongside LINK development workers to identify themes and issues across the County.

Partnerships

LINK  
Champions

Participants fully trained to represent and speak on behalf of the LINK and provide feedback to the Co-ordinating Group.

### LINK Support Team

Helps the LINK determine its priorities, facilitates and supports the activities of the LINK and enables volunteers to fully participate. Provides professional and administrative support to the Co-ordinating Group and supports all LINK groups. Governance provides defined roles and responsibilities for LINK and Host Support Team.

### Co-ordinating Group

Up to 11 selected members accountable to the wider LINK and responsible for overseeing the implementation of an effective LINK, to include: robust governance framework and strategies/processes for the development of workplan priorities for approval by the LINK. Areas of responsibility taken by the Group are as listed below.\*

Staffordshire LINK  
Co-ordinating Group of  
Up to 11 selected  
members

Trained  
Authorised  
Visitors

Observe,  
assess quality  
of services;  
seek views  
and gather  
information  
as part of the  
workplan  
projects.

### Communications and Engagement

Development of a robust Community Engagement Strategy, Communications/ Publicity Strategy. Website, newsletters/bulletins, editorials, focus groups, surveys, on-line polls, You Tube clips, emails and public events. On-line calendar of events.

LINK Participants

Advertised to participants to join work plan groups to undertake specific projects. Joint work planning with OSC via OSC liaison lead.

Work Plan  
Project

Agreeing  
Workplan  
Priorities

Workplan priorities which have been identified and voted on are referred to the Co-ordinating Group for allocation of resources.

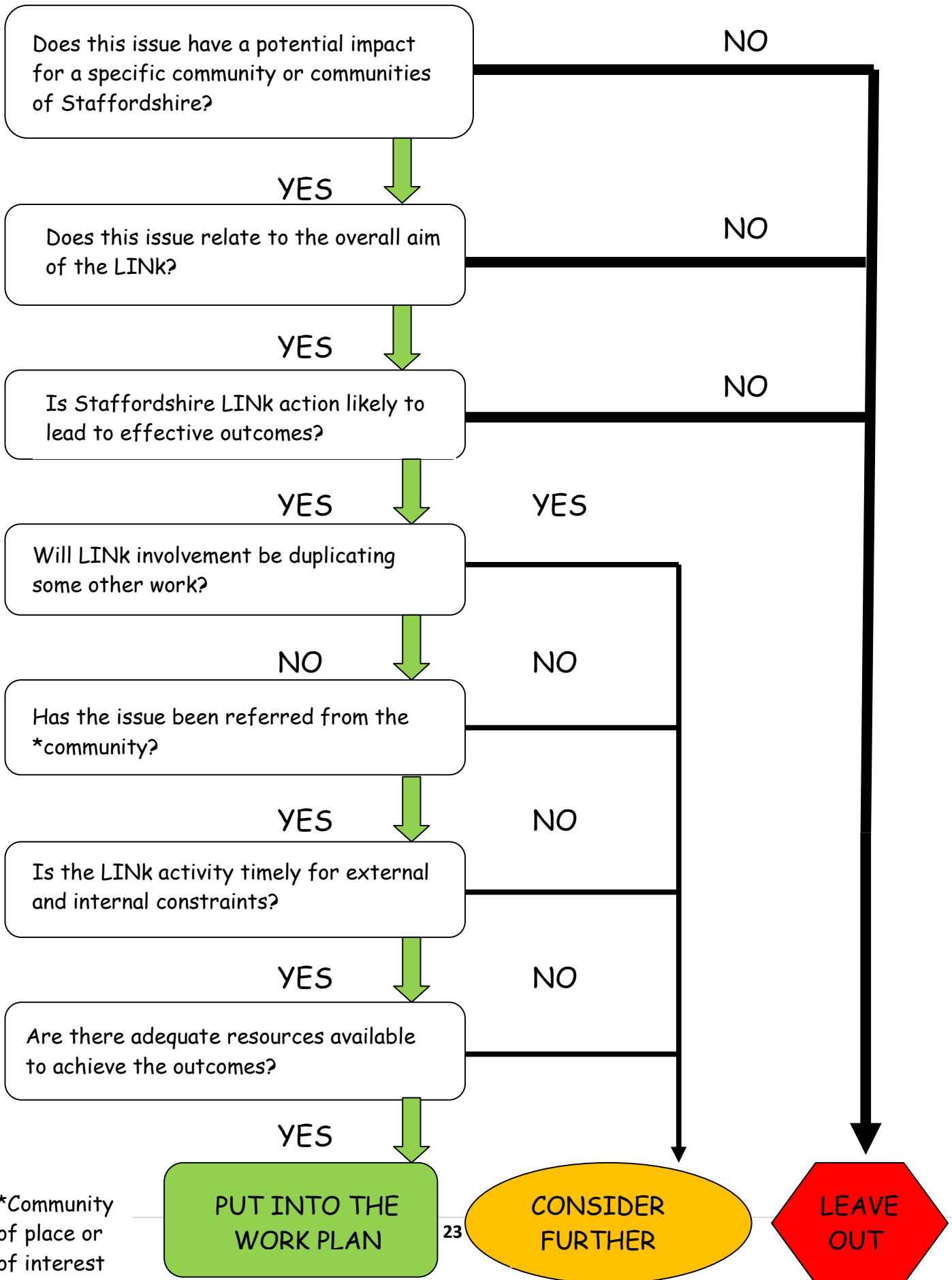
### Workplan priorities

Issues and views are collected via engagement activities/workshops, events, surveys, consultations, website surveys and feedback, bulletins and Partnership Group. Themes are identified by research/analysis of the feedback by host staff and the priorities identified for approval by the LINK. The LINK then votes either on-line or at community engagement events on the priorities identified to be included on the LINK workplan.

1. Chair\* and 2. Vice Chair\*
3. Contract Monitoring \*
4. Training\*
5. Overview & Scrutiny Committee liaison\*
6. Equality and Diversity\*
7. Finance and Audit\*
8. Community Engagement & Partnerships\*
9. Communications, PR and Media\*
10. Legislation, policy & governance\*
11. Enter and View\*

**Appendix B**  
**Work planning prioritisation criteria**

# Staffordshire LINK Work Plan Prioritisation Aid



\*Community of place or of interest

**Appendix C**  
**Conflict/Register of Interests**

# Conflict of Interest Register of Interests

Staffordshire LINK Register of Interests

Name .....

Address .....

## Personal and financial interests

Please list any body or organisation in which you, your partner or close relations, have a personal or financial interest which could give, or be perceived to give, a conflict with your role on the Staffordshire LINK. If you are a representative of an organisation, please name that organisation first and state 'representative', and in addition to your personal interests, please outline the primary role of the organisation and its main sources of funding.

Examples of such interests include:

- Any paid employment, directorship or shareholding in a firm or organisation that carries out activities relevant to the functions of the LINK;
- Payments (excluding reimbursement of incurred expenses) received from any body or organisation that carries out activities relevant to the functions of the LINK;
- Payments (excluding reimbursement of incurred expenses) received from any source other than the LINK, that are connected with your involvement in the LINK or activities relevant to the functions of the LINK;
- Membership of, and any position of responsibility or authority in, any body, organisation, charity or group that is involved in activity relevant to the functions of the LINK;
- Any body, organisation, charity or group on which you represent the LINK or to which you were nominated by the LINK;
- Any gifts or hospitality received during the past 12 months, the offer of which was in your judgement prompted by your involvement in with LINK;
- The general area of activity and sources of income of any organisation you represent.

Name of organisation, nature of relationship, payment or gift.

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- I am not responsible for any commissioning decisions for health and social care
- I agree to abide by the Governance Framework, policies and procedures of Staffordshire LINK
- I declare that to the best of my knowledge the information I have given is complete and true

**Signed:**

**Dated:**

**Appendix D**  
**Selection process for members of the Co-ordinating Group**



## Co-ordinating Group Selection Panel Briefing

This document is aimed at helping you to undertake your role on the day. If you have any questions or concerns in advance, please do not hesitate to contact me. Alternatively, I will be available to assist on the day of the event.

This briefing is provided in the form of a programme for the day.

In your assessment of each applicant you are asked to consider a number of factors that are detailed below. Enclosed is a template for you to use on the day so that you can take note of each applicant's response to each item – without circulating with a clipboard! You are asked to 'score' each item for each applicant as indicated below.

- The individual applicant's ability to identify what is important for a LINK in terms of their skills (what they can offer to the LINK and more particularly the Co-ordinating Group roles)
- Influencing skills
- Communication skills
- Equality and diversity
- Team working
- Approach to accountability
- Commitment
- Personal motivation
- Contribution to planning the future
- Areas of special interest

### Scoring:

1 = does not meet the criteria

2 = just meets the criteria

3 = adequately meets the criteria

4 = well meets the criteria (above the average)

## Morning Session

Time	Event	Comments
9.15am	Panel meets	This will be an opportunity to discuss the process and seek clarification as required.
9.30am	Applicants will start to arrive	Support Team staff will act as administrators for the selection event – welcome all and provide badges and any other materials for the day. Refreshments will be available for all in the breakout area
10.00am	Start promptly	Event will take place
10.00am	Welcome and house keeping	Candidates will be asked to: <ul style="list-style-type: none"> <li>• Introduce themselves</li> <li>• State relevant experience</li> <li>• State the reason for being interested.</li> </ul>
10.15am	Staffordshire LINK Co-ordinating Group roles	A short presentation on Staffordshire LINK and the Co-ordinating Group roles will be given – no information has been provided in advance for this event.
10.45am	Main issues affecting health and social care in Staffordshire	Open discussion by all applicants.
11.30am	Roles – Q&A	All applicants given opportunity to ask questions about the roles and have a discussion.
12.00noon	Do you wish to proceed?	All applicants will be asked if they wish to proceed and, if so, invited to complete the application form. Time will then be given for completion of forms.
12.25pm	Close and what happens next.	Application forms collected in. Applicants will be advised of next steps.
12.30pm – 1.30pm	Lunch	Buffet lunch available for Panel members and applicants.
1.30pm	Departure	All applicants leave the event.

## Post selection event

1.35pm	Panel closing discussion	Panel members to remain to discuss the event and to decide successful applicants.
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**Appendix E**  
**Roles and person specifications for members of the**  
**Co-ordinating Group**



## Co-ordinating Group Roles and Requirements

Role	Responsibility	Required experience/skills/interest
<b>Chair</b>	<ul style="list-style-type: none"> <li>To provide leadership and direction for the Co-ordinating Group, enabling the Group to carry out its roles effectively for the good of the organisation</li> <li>To help the Group set long term plans for the future of the organisation</li> <li>To ensure meetings are run well, including participation from all involved, time-keeping, decision making and team work</li> <li>To work with the Host and other members of the Group to ensure that the decisions of the Group are acted upon</li> <li>Joint lead responsibility for the CRB check process</li> </ul>	<ul style="list-style-type: none"> <li>Ability to think and plan ahead, balancing needs and constraints</li> <li>A good understanding of what the organisation is about</li> <li>Good at running meetings and getting everyone to contribute</li> <li>Good at summarising decisions and getting people to make decisions</li> <li>Ability to handle conflict</li> <li>Ability to undertake risk assessments</li> <li>Sensitive to the parameters and implications of the CRB check process.</li> </ul>
<b>Vice Chair</b>	<ul style="list-style-type: none"> <li>As above</li> <li>To deputise for the Chair in his/her absence</li> <li>To fully support the Chair</li> </ul>	<ul style="list-style-type: none"> <li>As above</li> </ul>
<b>Contract monitoring</b>	<ul style="list-style-type: none"> <li>To take the lead within the Group in managing and reporting on contracts and performance</li> <li>To help in identification of outcomes for the LINK and methods of monitoring and reporting progress</li> <li>Lead liaison with the Host and Staffordshire County Council in respect of Host contract monitoring and reporting</li> </ul>	<ul style="list-style-type: none"> <li>An analytical/methodical approach to work/projects</li> <li>Managing projects/workstreams</li> <li>Contract management</li> <li>Performance management</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>To take the lead within the Group for liaison with the Host staff for the development and delivery of training programmes for LINK participants</li> <li>To make recommendations to the Group for the most cost effective methods of delivering training</li> </ul>	<ul style="list-style-type: none"> <li>A good understanding of what the organisation is about and what it is aiming to achieve</li> <li>A good understanding of a range of organisations who are able to deliver relevant training</li> <li>Confident with costings and budgeting</li> </ul>

<b>Role</b>	<b>Responsibility</b>	<b>Required experience/skills/interest</b>
<b>Health OSC</b>	<ul style="list-style-type: none"> <li>To be the liaison lead with the Overview and Scrutiny Committee in respect of identifying and assessing work plan activities in order to: <ul style="list-style-type: none"> <li>avoid duplication of work streams</li> <li>identify opportunities for joint working</li> <li>request for enter and view for OSC</li> </ul> </li> <li>Ensure that good communications exists between the LINK and OSC</li> <li>To ensure that relevant issues are appropriately referred to the Group as soon as possible.</li> </ul>	<ul style="list-style-type: none"> <li>A good understanding of what the organisation is about</li> <li>A good understanding of the LINK's decision making and priority setting processes</li> <li>Good communicator</li> <li>Good team worker</li> <li>Ability to provide feedback/updates in a concise and clear manner.</li> </ul>
<b>Equality and diversity</b>	<ul style="list-style-type: none"> <li>To ensure that the LINK and the Co-ordinating Group adopt and pursue the principles of ensuring that Staffordshire's diversity is represented</li> <li>To ensure that equal opportunities are given to all</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of the diversity of the county of Staffordshire and the different issues and approaches to enabling the involvement of all</li> <li>Knowledge and expertise in equal opportunities</li> <li>Commitment to enforcing the equality and diversity policy of the LINK</li> </ul>
<b>Finance and Audit</b>	<ul style="list-style-type: none"> <li>To take the lead within the Group in financial matters affecting the LINK, including statutory obligations</li> <li>To assist in the establishment/maintenance of LINK budget management arrangements – income and expenditure, decision making and reporting to the wider population as well as the LINK participants</li> </ul>	<ul style="list-style-type: none"> <li>Confident and at ease in dealing with figures/financial matters</li> <li>Financial accounting</li> <li>Budgeting</li> <li>Financial management</li> </ul>
<b>Community engagement and partnerships</b>	<ul style="list-style-type: none"> <li>To take the lead within the Group in relationship management and networking</li> <li>To provide expertise/knowledge of different methods of engaging people and communities</li> <li>To provide experience of working with people/groups who traditionally have been hard to reach and/or are disadvantaged</li> </ul>	<ul style="list-style-type: none"> <li>Worked in community environment – voluntarily or professionally</li> <li>Good networker</li> <li>Good communicator</li> <li>High level of commitment to the value of patient/carer/user/public/community involvement in local decision making</li> <li>Experience of working with people/groups who are considered disadvantaged and/or hard to reach</li> </ul>
<b>Communications PR and media</b>	<ul style="list-style-type: none"> <li>To take the lead within the Group in promoting the LINK and encouraging involvement of more people from a diverse cross section of the population</li> <li>To provide input on how best to capture the interest of the media and stakeholders for positive reporting</li> </ul>	<ul style="list-style-type: none"> <li>Good communicator</li> <li>Experience of public relations</li> <li>Experience of working with the media – pre-existing relationships with local journalists/reporters would be beneficial</li> </ul>

Role	Responsibility	Required experience/skills/interest
<b>Legislation, policy and governance</b>	<ul style="list-style-type: none"> <li>• To take the lead within the Group in all governance/legislation matters affecting the LINK</li> <li>• To be fully conversant with the legal requirements surround the LINK</li> <li>• To be conversant with the overall direction of involving more people and communities in the decisions surrounding their local health and social care</li> <li>• To guide on policy and governance for the LINK</li> </ul>	<ul style="list-style-type: none"> <li>• An awareness of the Government’s agenda for placing the patient at the heart of the NHS and involving a wide cross section of people in the decision making processes for local health and social care services</li> <li>• An awareness of the powers of LINKs and the statutory framework</li> <li>• Experience of working in the public sector, whether in paid employment or a volunteer</li> <li>• An appreciation of the standards of public life</li> </ul>
<b>Enter and view</b>	<ul style="list-style-type: none"> <li>• To take the lead within the Group for developing a pool of fully trained authorised representatives to be able to undertake enter and view visits in support of LINK work plan activities</li> </ul>	<ul style="list-style-type: none"> <li>• A good understanding of what the organisation is about</li> <li>• A good understanding of the LINK’s decision making and priority setting processes</li> <li>• Good communicator</li> <li>• Good team worker</li> <li>• Ability to handle conflict</li> <li>• Ability to undertake risk assessments</li> </ul>