



Annual Review 10 11

Your chance to have your say on health and social care

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# Chair's Statement

During this year Liverpool LINK completed and submitted reports to commissioners on 'Healthy Cities', 'Sexual Health services' and 'Health and Wellbeing services for older people with physical and sensory impairments'. The reports had over 60 practical recommendations obtained from over 500 individuals from feedback obtained from neighbourhood events, seminars and the completion of questionnaires.



Training of our members and preparing them for active participation continues to remain popular.

Liverpool LINK has received endorsement from a number of sources for our work, including our support team being named Team of the Year 2010 by the Centre for Public Scrutiny and being invited to share good practice at master classes and key events across the North West region. It's been a really great

In November 2010 Liverpool LINK started working on new Health & Social Care issues and established groups to work on 'Cancer Services', 'Mental Health Services', which focused on Alt Valley and 'LINK to HealthWatch'. The work of these groups is near completion.

year and one that provides Liverpool LINK with a firm foundation to build onto as we enter the transitional period towards the launch of HealthWatch. None of this could have happened without the support of our partners and the dedication of our regular volunteer LINK members, particularly the Core Group and authorised members who really give much more than just time. Thanks to you all!

This year was particularly focussed on 'Enter and View' activity by teams of trained LINK members as they went to visit health and adult care services to see how they are run. Fact finding visits were made to the following Trusts: Broadgreen, Liverpool Heart and Chest, Kent Lodge, Mersey Care Broadoak, Liverpool Women's and the Walton Centre. Most 'Enter and Views' were triggered through our current work.

*Mike Marsh*

Mike Marsh  
Chair, Liverpool LINK  
(January 2010 to present)

A combination of neighbourhood activities, conferences and seminars have been very popular with our members, partners and the public including the Open Space event in May, the LINK seminar in September, the Celebrating LINK event in January at Aintree, a joint event delivered in conjunction with our colleagues from LINKs across Merseyside and finally the Liverpool LINK Working Together event in March.

## Centre for Public Scrutiny – Good Scrutiny Awards 2010

The LINK Support Team was delighted to receive the award for Team of the Year 2010 at the Good Scrutiny Awards which celebrates accountability and transparency in public services. Liverpool LINK won the award for their success in creating an open forum on healthcare in Liverpool and ensuring people's opinions are heard by the key decisions makers in the sector.

Work with all our trusts is developing steadily in terms of Liverpool LINK commentaries on their quality accounts (i.e. an account on how they've been performing over the past 12 months).



"As an award winning LINK, you may have lots of good lessons that can be built into the new arrangements."  
Tim Gilling, Deputy Executive Director, Centre for Public Scrutiny

# What is Liverpool LINK

Local Involvement Networks (LINKs) were launched in April 2008 following the introduction of the Local Government and Public Involvement in Health Act 2007.

They replaced the Commission for Patient and Public Involvement in Health (CPPIH) forums and exist in every local authority area across England, attached to an appropriate host organisation under contract with their local authority. LINK networks are independent and

run by a membership that usually consists of an elected Core Group of members with volunteer input from individuals, voluntary, community and faith organisations. They make informed recommendations to those responsible for managing local health and social care services.



"Liverpool Link has played an active part in improving health and well being in the city. Their involvement is essential to ensure that patients and the public are the driving force for better health."

**Dr Ann Hoskins Acting  
Regional Director of  
Public Health**

"May I take this opportunity to congratulate the LINK and LCVS on its contribution to facilitating public engagement and involvement in health and social care."

**Derek Campbell – Chief  
Executive Liverpool PCT**



## What does Liverpool LINK do?

- **Finds out what people like and dislike about their services and strives to make provision more responsible to local needs**
- **Keeps members informed of any changes in local services**
- **Works closely with those who plan and deliver services to help make them better**
- **Suggests ways in which services can be improved**

LINK networks have a remit to carry out safeguarded visits, where necessary, to see if services are

working efficiently. They also have the power to refer issues to the relevant Overview and Scrutiny Committees (OSCs) and to inform people of changes made as a direct response to their input. LINKs are not complaints bodies but will signpost such enquiries where possible.

Liverpool LINK is hosted by Liverpool Charity and Voluntary Services (LCVS). It was officially established in December 2008. Elections among the 2,387-strong membership were held in September 2009, conducted independently by Electoral Reform Services.

# Core Group membership

	Position	Current status	Replaced by
<b>Mike Marsh</b>	Chair Individual	Remains	
<b>Jacqui Jones</b>	Age Equality Champion (Organisation)	Remains	
<b>Dorcas O Akeju OBE</b>	Race Equality Champion (Individual)	Remains	
<b>Rev Maria Renate</b>	Faith Equality Champion (Organisation)	Remains	
<b>Stella Cairns</b>	Disability (Individual)	Remains	
<b>Vikki Marie Gaynor</b>	Transgender Equality Champion Individual (Organisation)	New co-option to the Core Group 16th July 2010 - see note below	
<b>Jennifer Daffin</b>	Sexual Orientation Equality Champion	Resigned this position 16th April 2010 - left the area	Remains Vacant.
<b>VACANT</b>	Gender Equality Champion		Co-option - Marie Wheldon
<b>John Bruce</b>	Organisation	Remains	
<b>Jonathan Hurley</b>	Individual	Resigned from this position 14th January 2010 - remains an active member	Co-opted - Tim Oshinaike
<b>Stanley Mayne</b>	Organisation	Remains	
<b>John Perry</b>	Organisation	Remains	
<b>Carol Boyd</b>	Individual	Did not take up the position since being elected	Co-opted - David Lloyd
<b>Joanne Harrison Smith</b>	Organisation	Remains	
<b>Eric Toke</b>	Individual	Remains	
<b>Anne Gorton</b>	Individual	Remains	

## Referendum

In February 2011 the Liverpool LINK Core Group circulated referendum papers to all Liverpool LINK members along with the February 2011 newsletter. The purpose of this was to ask the members if they approved that the current Core Group remained in office throughout the transitional year 2011/12 and to ensure continuity that would assist in building on the foundation of Liverpool LINK as we head towards HealthWatch. Although only 39 responses were received by the set closing date of 14th March, 38 responses were in favour, therefore the current Core Group remains in office until 31st March 2012.

## Transgender Equality Champion

In view of the introduction of the Equalities Act 2010, the Core Group recruited a Transgender Equality Champion to ensure that the meetings and activities of Liverpool LINK were inclusive to all 7 strands of equality as outlined by the Equalities Act.

## Structure of Liverpool LINK and authorised participation

The Liverpool LINK terms of reference allows for an additional three co-opted positions to the Core Group to cover vacancies between elections, avoid disproportionate representation and ensure the involvement of harder to reach groups and communities.

The Core Group took the decision in February 2010 to co-opt the Chair of the Neighbourhood Champions onto the Core Group. Tim Oshinaike was selected as Chair of the Neighbourhood Champions through open nomination and provides the linkage between the neighbourhoods and the Core Group.

## LINK Authorised Participation

The following LINK members have been endorsed by the Core Group to attend the following meetings and feed information through the LINK.

*"I was very impressed by the management and diversity of the Liverpool LINK!"*

**Dr Marisha Palm - Public Programmes Research and Evaluation Officer Nowgen**

Health & Social Care Ambassadors	LINK member
Liverpool PCT Service Providers	John Perry
North West Ambulance Service NHS Trust	Stanley Mayne
Royal Liverpool Children's NHS Trust (Alder Hey)	Mike Marsh
Royal Liverpool and Broadgreen Hospital Trust	Stanley Mayne
Walton Centre for Neurology	Pat Brand
University Hospital Aintree	Edwin Morgan
Liverpool Women's NHS Foundation Trust	Rev Maria Renate
Liverpool Heart & Chest Hospital NHS Trust	Eric Toke
Mersey Care NHS Trust	Tim Oshinaike
Making it Happen groups	LINK member
Older People	Mike Marsh
Learning Disabilities	Jonathan Hurley
Mental Health	Tim Oshinaike
Physical disabilities/ sensory impairment	John Bruce
Carers	Joanne Harrison - Smith
Personalisation	John Perry
Addiction/ Offender Health	Stanley Mayne
Lifestyle and Health improvement	Eric Toke
Other Bodies	LINK member
Mental Health Consortium representative	John Roberts
Obesity Task Group	Rev Maria Renate
Alcohol Strategy Group	Stanley Mayne
Liverpool Stroke Group	Stanley Mayne
PCT Board	Mike Marsh
PCT Stakeholder Engagement	Mike Marsh
Liverpool First for Health and Wellbeing	Mike Marsh
PCT Quality Health Council	Edwin Morgan/ Dorcas O Akeju OBE
2010 Year of Health & Wellbeing Working Group	Jacqui Jones/Joanne Smith

# Training and Events

The Liverpool LINK Support Team continues to provide members with training appropriate to the activities they undertake. Training this year has included the following:

- Induction and task and finish training
- Health and Social Care Ambassador (HASCA) training
- Enter and View training

## Events

### **Open Space event at LACE – 27th May 2010**

This event focused on LINK's Task and Finish topics including, emotional health and wellbeing of people with sensory and physical impairments, sexual health and healthy cities – mental health / older people. The event received positive feedback from the 80 attendees.

### **LINK Seminar event at LACE – 14th September 2010**

Topics included mental health, over prescribing of synthetic opiates to drug users, HealthWatch, day centre services for people with mental health problems, plus many more. Feedback from the seminar will be the focus of future task and finish work.

### **Joint Merseyside LINK event at Aintree Racecourse**

Over 200 people attended the event, including LINK members and support team staff from Halton, Knowsley, Liverpool, Sefton, St Helens, Warrington and Wirral local involvement networks and interested partners and colleagues from local authorities and PCT areas.

### **Working together for change event at LACE- 28th March 2010**

The event brought together 109 participants from existing and emerging networks such as PCT, local authority, GPs/ Consortia and members of the public and focussed on the changing landscape in health and social care and how partners could work together.

Many organisations including Mersey Care, Royal Hospital, North West Ambulance, Advocacy Rights Hub, ICAS, Cancer Research UK had market stalls.

## **Neighbourhood Events**

In March 2010 Liverpool LINK held a series of 6 neighbourhood events and a further 5 in June/July 2010, which focussed on mental health issues.

Liverpool LINK staged another 2 Neighbourhood Events in February 2011, which gave local people an update on LINK's work and the opportunity to be involved in discussion groups regarding the Liverpool PCT QIPP strategy: Quality, Innovation, Prevention, and Productivity.

A draft evaluation summary report on these events has been submitted to the Liverpool PCT. The feedback that LINK obtained from local people regarding local NHS priorities will inform local QIPP implementation.

# Meet some LINK Members

## Dorcas O Akeju, OBE Core Group Member



I was interested in being part of the team to raise the 'public voice' using my acquired interpersonal and communication skills and to make a difference.

- Presenting the findings of the Healthy City group at a Health Inequalities conference, organised by the University of Liverpool.
- Becoming a member of the Primary Care Trust (PCT) sexual health steering group.
- Becoming a member of the PCT quality health council.

I was involved in the following groups: Healthy Cities, Sexual Health (as Chair), and Mental Health in-Alt Valley – (as Co-Chair). The achievements I have been involved with are:

Being a Core Group member requires commitment and good interpersonal skill. It has not been easy but I have enjoyed being part of the team which has increased public voices through a good and established consultation strategy.

## Introducing Edwin Morgan – Neighbourhood Champion for Liverpool East and Ambassador to Aintree Hospital Foundation Trust



During this year I have acted on behalf of the LINK as a Neighbourhood Champion for Liverpool East. A number of local neighbourhood events were delivered in different locations across the area, aimed at gathering

and listening to the concerns of residents and professionals. Some of this work involved attending the local Neighbourhood Partnership Working group - an official body set up by the City Council. Members include NHS managers, the police, local doctors and councillors. Much of the work is in the area of public health especially improving physical activity and reducing alcohol consumption. This is an active group and the LINK has been able to make a positive contribution.

Recently all Neighbourhood Champions have been working in the Alt Valley neighbourhood looking at services provided for people who are affected by mental illness especially stress and anxiety. A consultation event was held at the Communiversity Centre with local speakers presenting to the group. Although this has been a great challenge the report of this Task and Finish Project will shortly be available.

In the Autumn of 2009 I volunteered to become a Health & Social Care Ambassador (HASCA) for Liverpool LINK working with University Hospital Aintree NHS Foundation Trust. The role involves day-to-day contact with staff and members of the Trust and collecting information about how the trust is doing in looking after patients and delivering the best possible care. This has been a very difficult role, as we explore working together to develop effective and meaningful engagement methods to capture patients' experience. I have attended a patient safety conference and took part in a familiarisation visit. I am currently preparing the LINK's response to the Quality Account, a special report that all hospitals have to produce on how they have done in the previous year. The LINK has established a good relationship with Aintree Hospital which we hope will grow and develop in future.

One of the important parts of the NHS reforms is the establishment of HealthWatch, the new body to replace LINKs. I have been responsible for managing information and advising the LINK on current developments as they unfold. The information collated has assisted the Core Group and active members in forging plans for 2011/12 as we enter a year of transition towards HealthWatch.

### Adult Social Care – by Dave Lloyd

I attended a LINK annual conference in 2009 - and I was very impressed by the commitment of LINK members and support staff to ensure that meaningful and detailed consultation took place in the interest of service users. I joined immediately and a year later I was appointed to be LINKs Social Care Ambassador.

I was selected on behalf of LINK to participate in a Liverpool City Council consultation group focussing on in house services. This group consulted with many service users from day centres, respite care,



and made many recommendations – which can be accessed from the City Council’s website

The head of social services has guaranteed a social care review on an annual basis which would reflect the up to date requirements of service users which reflected their actual needs. I consider this to be a major step forward for the service users of Liverpool City Council. I will keep LINK members informed as and when further developments take place.

### John Roberts – Co-Health and Social Care Ambassador (HASCA) – Liverpool Heart and Chest Hospital and HASCA for the Mental Health Consortium and the Neighbourhood Champion for City and North

I have been active in the community for many years working with a variety of different groups and causes. My specific interest has been around services for individuals with diabetes.

I have been actively involved with Liverpool LINK since the beginning and the experience has been both informative and enjoyable. Liverpool LINK has involved me in work that hasn’t been too difficult given my other commitments and the support from the LINK staff has been brilliant.



The valuable work that I have been involved with includes the Cancer Task and Finish group who presented a number of realistic and meaningful recommendations to commissioners that will actually help to shape how the services are developed and delivered.

The Primary Care Trust and City Council actually listen to LINK in their plans and priorities for the City.

# Task and Finish work

## Update on previous and current Task and Finish Work

At Liverpool LINK we like to make sure that we don't leave our reports to gather dust at the PCT or City Council but that we continue to follow up what's being done to address any recommendations we've made. Examples of our achievements include:

Topic	Aim	Recommendations	Numbers participating	Outcomes
<b>Healthy weight</b>	A focus on the impact of support services in the healthy weight programme	27 recommendations under 6 key headings that links into the city strategy for obesity.	173 individuals	The Task and Finish chair for this group is now a member of the obesity task force
<b>Alcohol related hospital admissions</b>	To map the range of alcohol services and harm reduction programmes, identifying gaps and presenting recommendations for improvements	The report presented 35 recommendations under 5 key headings based on the Liverpool alcohol strategy.	76 individuals	This report fed into the production of Liverpool's 3rd alcohol strategy (2011) The LINK Task and Finish chair for this group continues to sit on the Liverpool Alcohol Strategy Group and the LINK Neighbourhood Champions have been invited to join the Alcohol Stakeholder Group. The report was cited as best practice by the DOH alcohol harm reduction national Support Team. South Central Neighbourhood Partnership Working group incorporated binge drinking as a priority for that area.
<b>Personalisation</b>	To reflect public opinion on Personalisation	The report produced 8 focussed recommendations	68 individuals	The Task and Finish Chair maintains open dialogue. LCC provided additional funding to undertake a focussed piece of work with mental health service users around personalisation.

## 'Task and Finish' Work

Some of Liverpool's LINK's most intensive work this year took place once again within 'Task and Finish' groups established by LINK members to look at issues raised by our members and scored against a set of strategic criteria.

## Healthy Cities

This group met for 6 months between April and September 2010 to conduct a 'mapping and scoping' exercise to identify the range and extent of Liverpool's health and social care policies, strategies and 'pathways' relating to mental health services and older people's services and how they interlink to contribute to the health and wellbeing of local residents and service users.

It considered how successful Liverpool had been to date in promoting 'joined up' services and how influential the World Health Organisation's Healthy Cities concept had been in influencing strategy and commissioning around mental health services and services for older people in particular.

Using a range of engagement methods the group collected evidence from commissioners, providers and service users and came up with examples of good practice, opportunities for improvement and recommendations.

The report was submitted to Liverpool PCT and LCC in October 2010 and received a positive response from Derek Campbell (Chief Executive, Liverpool

PCT), the commissioners for Older Peoples services and Mental Health services and politicians.

The report is available on the Liverpool LINK website: [www.liverpoollink.org.uk](http://www.liverpoollink.org.uk).

Members of the Task and Finish Group (Stanley Mayne, Dorcas Akeju and Anne Gorton) gave a well received presentation about their findings at the 'Tackling Social Inequality in Merseyside' conference at the University of Liverpool on 17th November.



"Many congratulations on both the process that was used and the recommendations"  
**Julia Taylor - Director Liverpool Healthy Cities /European Advisor – Liverpool PCT**

## Sexual Health

The LINK Liverpool Sexual Health Services Report 2010 was posted to Paula Williams, Commissioning Lead for Sexual Health Services and Community Based Provider Services for Liverpool Primary Care Trust on 30th November 2010. The report had

positive feedback so LINK members were invited onto their Sexual Health Focus Group, continuing LINK's engagement in shaping the future of sexual health services in Liverpool.

## Physical and Sensory Impairments Report

The Liverpool LINK Report: Emotional Health and Wellbeing Services for People with Sensory and Physical Impairments, was submitted to commissioners in December 2010. The following extract is quoted from the commissioner's reply:

"The report contains a wealth of information that can influence how we can effectively respond to the emotional, health and wellbeing needs of people with physical and sensory impairments. I propose that we establish a sub group, under the

Physical Disability and Sensory Impairment Making it Happen Board, to look at how we can move forward with your recommendations, specifically around:

- Availability of non-internet information on counselling.
- Supporting front-line health and social care staff in knowing what is available, and how we can access supportive services

# Task and Finish Groups – 2011

## Cancer

The Cancer Task and Finish Group looked at what Liverpool is doing to encourage the uptake of cancer screening services, the recognition of signs of symptoms of common cancers and early presentation of concerns to GPs. Group members were interested in the support available to patients and families / carers post-diagnosis and - where relevant - at the end of life.

The group gathered evidence over 5 months and spoke to commissioners, service providers, researchers and members of the public. Over 130

questionnaires were completed by the public and 5 focus groups were held.

A report, including a set of recommendations, should be available at [www.liverpoollink.org.uk](http://www.liverpoollink.org.uk) by May 2011.

Once again, LINK Task and Finish activities have been a catalyst for bringing a wide range of stakeholders together around the same table. Useful contacts have been made and new opportunities have now been developed.

## Alt Valley Mental Health Services Task and Finish

The research work on this topic continued throughout the first quarter of 2011 with a number of task and finish meetings which had speakers attending from Liverpool PCT, AMP Project and

Social Landlords from the area. The group also held a community consultation on 7th February and continued to distribute questionnaires. The work is due to finish in May 2011.

## LINK to HealthWatch

The focus of this group is to conduct an analysis of Liverpool LINK to establish what has worked well that can be built upon to forge forward towards its transition to HealthWatch.

The end result of this work will be a report that is presented to the Liverpool LINK Core Group with options and recommendations to assist the move to HealthWatch.

## Enter and View Activity

During the year authorised Liverpool LINK members conducted official 'Enter and View' visits to 6 local health or social care providers.

Although this is a part of the LINK's statutory powers, none of the visits were prompted by public concerns about the quality of services.

Following each visit the LINK produced a report, summarising the findings and setting out recommendations which were felt to be helpful and appropriate.

The 6 visits this year were to:

- Broadgreen Hospital (The Royal Liverpool and Broadgreen University Hospitals NHS Trust)
- Kent Lodge (Liverpool Community Health NHS Trust)
- Liverpool Heart and Chest Hospital NHS Foundation Trust
- Broadoak Unit (Mersey Care NHS Trust)
- Liverpool Women's NHS Foundation Trust
- The Walton Centre NHS Foundation Trusts

All the visits and reports were welcomed by the Trusts and provided Liverpool LINK with a lot of extremely useful information to pass on to members and the wider public. They also helped us to build closer and more productive relationships with each Trust.

If you would like to read any of our Enter and View reports they can be found at [www.liverpoolink.org.uk/publications.phuse](http://www.liverpoolink.org.uk/publications.phuse) or call us on 0151 227 5177 for a copy.

## Liverpool LINK Consultations

Consultations are an opportunity for people to comment on changes in services. The past year Liverpool LINK has given its members and the wider general public, the opportunity to comment on the consultations listed below:

Date	Consultation Title
09.04.10	Draft Liverpool Compact Consultation
19.07.10	University of Central Lancashire - service evaluation over the North West of England looking at Non Medical Prescribers, their role and scope
30.07.10	'Giving power to local people' This follows the publication on 12th July of the White Paper Equity and Excellence: Liberating the NHS.
30.07.10	Increasing Democratic Legitimacy in Health
05.09.10	Pharmacy Needs Assessment for consultation
23.08.01	Liverpool City Council Transformation of In-House Social Care Services Consultation Event - St. George's Hall, Wednesday 8th September 2010, 9:30am to 3:30pm
03.09.10	Consultation/discussion workshop on the NHS White Paper for Black and Minority Ethnic communities in the North West - 29th September from 10.00am -2.00pm at Crawford House
04.10.10	National Compact
28.10.10	Department of Health : Healthy Start Consultation
15.10.10	The Equality and Human Rights Commission is looking at how the human rights of older people (over 65) are respected in home care
17.01.11	Knowsley NHS - Consultation on Vascular services in Cheshire and Merseyside
03.02.11	Liverpool PCT - Kensington Public Consultation: Plans for new health centre
28.02.11	Have Your Say on Ambulance Service Plans - North West Ambulance Service NHS Trust: on plans to become and NHS Foundation Trust
07.03.11	Healthy lives, healthy people: Transparency in outcomes, proposals for a public health outcomes framework
07.03.11	Healthy lives, healthy people: consultation on the funding and commissioning routes for public health
15.03.11	Liverpool City Council Consultation - Liverpool Cares: Liverpool City Council's plans to review eligibility criteria for adult social care.

# Additional work

## Personalisation Project

*Personalisation is the government's policy for improving social care services, developed to get away from people being told what's good for them and overlooking what they think will really help them in life.*

Liverpool LINK submitted a research report regarding Personalisation (Self Directed Payments) to Liverpool City Council (LCC) in December 2009. In the report it was recognised that there needed to be an ongoing dialogue between Liverpool LINK, Service Users and LCC regarding Personalisation. An opportunity to work to work with the Mental

Health Consortium was flagged up to look at the experience of Mental Health Service Users regarding Personalisation.

During July and August 2010 Liverpool LINK and LCVS ran events across the city to increase awareness of Personalisation (Self directed payments). Events took place in Liverpool's 5 neighbourhoods attended by a total of 126 individuals, there was a particular emphasis on collecting the voices of diverse communities. This programme culminated in a final event on 26th August 2010 at the Marriot Hotel where 140 service users and carers developed, finalised and launched a Charter for personalisation.



The final report outlining the achievements, results and recommendations from the events was presented to Liverpool City Council and published on the Liverpool LINK website in August 2010. The charter has now been adopted by Liverpool's Making it Happen groups.

*"Everyone enjoyed the day and how relaxed it was, also the importance of the Charter and service user involvement."*  
**A quote from an evaluation.**

## QIPP Project

This project provided an opportunity for Liverpool LINK to follow up the work it has been doing since April 2010 in looking at Liverpool's progress as part of the World Health Organisation (WHO) Healthy Cities Network.

LINK members considered in-depth the way in which health and social care commissioners, providers and users work in partnership around the planning, delivery and evaluation of services and made recommendations as to how it can be

improved in the coming years of change and economic uncertainty.

The engagement programme aimed to seek opinion in Liverpool on how the local NHS should respond to the Quality, Innovation, Productivity and Prevention (QIPP) agenda.

Liverpool PCT aims to utilise the responses from this engagement programme to inform future decisions, reflecting the needs, priorities and aspirations of Liverpool communities.

*"Liverpool LINK were able to simplify some very complex information which generated real community responses to inform this programme"*  
**Carole Hill, Liverpool PCT**

# Liverpool LINK looking Forward

Liverpool City Council has extended the current contract to cover the transitional year 2011/12. This period will be business as usual for Liverpool LINK as it builds on its firm foundations towards the evolution into HealthWatch. Like many other services the start of this year has been affected by funding cuts which has resulted in a reduction in Support Team hours, however we continue to strive to maintain the momentum and track record with our members and partners alike.

For 2011/ 12 LINK members have already identified the key areas of focus and development, i.e. roles and responsibilities, governance, training, support and development, engagement practices and methodologies and marketing and communication. These consecutive running groups, like all of our previous task and finish work will engage with our partners e.g. GP Consortia, service providers and Trusts etc. to ensure strategic cohesion and a 'fit for purpose' network that will support the new and emerging structures.

We would like to thank all of our members and partners for their continuous involvement and dedication and look forward to working with you all as we head into a year of what is currently the unknown, exciting but daunting – but not unachievable.

## Financial report

Liverpool LINK is funded by Liverpool City Council. Liverpool City Council has contracted Liverpool Charity and Voluntary Services (LCVS) to act as the host for Liverpool LINK until March 2011.

<b>Staff costs</b>	<b>£133,568</b>
<b>Equipment</b>	<b>£0</b>
<b>Direct Activities</b>	<b>£102,556</b>
<b>Overheads</b>	<b>£62,755</b>
<b>TOTAL</b>	<b>£298,879</b>


### Note

\*Staffing costs include £4,869 relating to delivery of the Liverpool City Council Personalisation Project and £3,780 relating to delivery of the Quality, Innovation, Productivity and Prevention (QIPP) programme of activity for Liverpool Primary Care Trust.

\* Direct activities include £37,829 relating to delivery of the Liverpool City Council Personalisation Project and £16,932 relating to delivery of the Quality, Innovation, Productivity and Prevention (QIPP) programme of activity for Liverpool Primary Care Trust.

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Hosted by: Liverpool Charity and Voluntary Services   
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Decade of  
Health &  
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