

Draft Brighton & Hove Community Meals Mobilisation Plan (Note: estimated timescales only which have not been agreed, subject to change)

No.	Action	Assigned To	Estimated Date	Further Information
1. Tender Awarded				
1.1	Assess and Accept change in BHCC contract/finances from Hot Meals service delivery model to Steamplicity Meals delivery Model	Executive / Head of Operations	26/11/13	Contract awarded to RVS based on Hot Meals delivery. Steamplicity meals delivery/contract finances/timetable to be agreed
1.2	Agree award press release with B&HCC	Head of Operations / Marketing	28/11/13	
1.3	Notify relevant key stakeholders, including suppliers	Head of Operations / Area Manager	29/11/13	
1.4	Attend Mobilisation Meetings with Compass and B&HCC to agree delivery timescales	Head of Operations / Area Manager	26/11/13 to 27/03/14	Specific no. of meetings TBA
1.5	Submit regular transition updates to B&HCC	Project Manager (PM)	26/11/13 to 27/03/14	Frequency to be agreed
1.6	Agree contractual KPIs with B&HCC	Head of Operations / Area Manager	04/12/13	Meeting to be booked
2. Staffing				
2.1	Review staffing requirement for service and set out in a staff consultation document	Head of Operations / Area Manager	28/11/13-04/12/13	
2.2	Commence staff consultation process, providing details of service posts and any other vacancies within the organisation to reduce redundancy	HR / Area Manager / Locality Manager	04/12/13	
2.3	Conduct 2nd Consultative Review	Rachel Pickford / Project Manager	04/12/13	
2.4	Decide requirement for 3 rd Consultative Review	HR Rep	05/12/13	
2.5	Plan First round of 1:1 meetings	HR Rep / PM	06/12/13	

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No.	Action	Assigned To	Estimated Date	Further Information
2.6	Finish First round of 1:1 meetings	HR Rep	13/12/13	
2.7	Finish Scoring Exercise	HR Rep / Debbi Fair/ Peter Ferns	20/12/13	
2.8	Finish 2 nd Round of 1:1s	HR Rep	27/12/13	
2.9	Finish final round 1:1s	HR Rep	06/1/14	
2.10	Liaise with B&HCC re proposed redundancies and agree next steps	HR Rep / Debbi Fair	06/1/14	
2.11	Identify gaps in staff structure and commence recruitment process	Area Manager / Locality Manager / HR	13/12/13	
2.12	Ensure adequate staffing is in place for service commencement and implement interim staffing structure, if required	Area Manager / Locality Manager	05/03/14	
2.13	Complete recruitment process for new staff, including DBS checks, ID cards, name badges and workwear	HR / Area and Locality Managers	05/03/14	
2.14	Carry out initial staff induction to the organisation and service	Learning and Development / Area and Locality Managers	05/03/14	
2.15	Create (or update) staff Personal Development Plans	Locality Manager / Service Manager	27/03/14	
2.16	Commence staff one-to-one supervision meetings	Locality Manager / Service Manager	27/03/14	
3. Volunteers				
3.1	Commence current volunteer consultation process, including volunteer plan to effectively deliver the service	Area Manager / Locality Manager	Nov 2013	
3.2	Build detailed volunteering Project Plan	Rachel Pickford/ PM	3/12/13	
3.3	Identify current volunteers who are willing to transfer to service	Area Manager / Locality Manager	06/12/13	

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3.4	Carry out volunteer recruitment, specific to roles and issue ID cards, name badges and workwear, as appropriate	Locality Manager / Service Manager	05/03/14	
3.5	Carry out volunteer induction process to service	Locality Manager / Service Manager	12/03/14	
4. Customers				
4.1	Assess levels of current customers to access service	Locality Manager / Service Manager	Nov 2013– Mar 2014	
4.2	Face-to-face discussion with current customers advising of changes	Service Delivery Teams	Nov 2013– Mar 2014	
4.3	Letter to all existing customers explaining about the service and reassuring continuity during the transition period	Area Manager / Locality Manager / Service Manager	Dec 2013	
4.4	Review and implement customers-related documents and processes, including menu order forms and Welcome Packs	Locality Manager / Service Manager	Dec 2013– Mar 2014	
4.5	Liaise with customers re preferred delivery options and build into rounds mapping	Locality Manager / Service Manager / Support Services	Dec 2013– Mar 2014	
4.6	Feedback from customers on service, with initial survey within first quarter	Service Manager / Service Teams	May 2014 onwards	Regular feedback and annual surveys
5. Internal Service Process				
5.1	Notify all internal departments of service commencement	Area Manager / Locality Manager	Dec 2013	FIN1's submitted (new service forms)
5.2	Define SMARTT changes required for new delivery model	IT Rep/ Subject Matter Expert	Jan 2014	Learning can be taken from WSCC
5.3	Recommend how to overcome SMARTT deficiencies	IT Rep/ Subject Matter Expert	Jan 2014	Learning can be taken from WSCC

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5.4	Engage SMARTT to propose time and cost of changes	IT Rep	Jan 2014	Learning can be taken from WSCC
5.5	Decide how to overcome SMARTT deficiencies	Deborah Fair	Jan 2014	Learning can be taken from WSCC
6. Learning and Development				
6.1	Set up all volunteers and staff on E-Learning platform	Service Manager / Database Team	Feb 2014 onwards	Plus as new staff and volunteers recruited
6.2	Ensure staff and volunteers complete and record relevant compliance training as part of induction e.g. Safeguarding, Health and Safety and Bespoke Vehicle Training	Service Manager / Learning and Development Team	02/12/13 to 29/03/14	Plus as new staff and volunteers recruited
6.3	Complete Personal Development Plans for all staff and review at supervision meetings	Locality Manager / Service Manager	28/03/14 onwards	Plus as new staff and volunteers recruited
6.4	Complete Training Plans for all volunteers and regularly review	Service Manager	28/03/14 onwards	Plus as new staff and volunteers recruited
6.5	Identify and access appropriate non-compliance training based on individual need	Locality Manager / Service Manager	28/03/14 onwards	Plus as new staff and volunteers recruited
7. Finance				
7.1	Review budget and upload on finance system for service monitoring/reporting	Head of Operations / Area Manager / Finance Team	06/12/13	
7.2	Continue strong links with B&HCC and Royal Voluntary Service Finance teams to ensure new processes are implemented effectively	Area Manager / Finance Team	06/12/13 onwards	
7.3	Review Income and Expenditure reports with a view to increase cost efficiencies to reduce deficit	Area Manager / Locality Manager	Apr 2014 onwards	

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8. Health and Safety				
8.1	Ensure Health and Safety Policy and Procedure is in place	Locality Manager / Service Manager	Feb 2014	Updated as required
8.2	Complete relevant service and premises Risk Assessments	Locality Manager / Service Manager	Feb 2014	To review/update annually or sooner if any change
8.3	Complete relevant activity Risk Assessments	Locality Manager / Service Manager	Feb 2014	To review/update annually or sooner if any change
8.4	Cover Health and Safety issues in staff and volunteers meetings	Locality Manager / Service Manager	28/03/14 onwards	Monthly / Quarterly Meetings
9. Premises and Equipment				
9.1	Terminate premises that will not be utilised in new contract, meeting contractual obligations (8 kitchens consolidated to 2 kitchens)	Area Manager / Locality Manager / Peter Ferns	14/04/14	
9.2	Re-assess identified premises to ensure they remain fit for purpose, including office equipment and full survey to assess chiller requirements	Head of Operations / Area Manager / Compass/PM	20/12/13	
9.3	Order chiller from approved supplier	Peter Ferns/Debbi Fair	13/1/14	
9.4	Agree any adaptations to premises with Landlord	Area Manager / Locality Manager / Premises Team	17/1/14	
9.5	Install required catering equipment, including walk-in chillers	Head of Operations / Area Manager / Compass	14/03/14	
10. Vehicles				
10.1	Ensure suitability of bespoke vehicles based on review of WSCC Community Meals Operational vehicles for further enhancements	Head of Operations / Area Manager / Compass	06/1/14	Learning can be taken from WSCC
10.2	Order bespoke vehicles from approved supplier	Deborah Fair/PM	09/1/14	

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10.3	Delivery and testing of bespoke vehicles and ensure fuel cards are available	Area Manager / Locality Manager / Service Manager	03/2/14	
11. Meals Suppliers				
11.1	Ensure that meals supply and delivery processes are in place, including menus for Compass and Nibbles	Locality Manager / Service Manager / Compass	10/03/14	
11.2	Produce menus for customers and ensure ordering process is effective	Service Manager / Compass	28/02/14	
11.3	Commence development of a Premium meal range, subject to B&HCC approval	Compass	TBD	
11.4	Review and adapt meal choices on menu, including seasonal ingredients	Compass	Aug 2014	Six Monthly
11.5	Review frequency of meals selection with a view to reducing time between customer order and delivery	Locality Manager / Service Manager / Compass	Aug 2014	Six Monthly Review
12. Delivery Processes in Place				
12.1	Ensure organisational Policies and Procedures are understood as part of the induction/training process	Locality Manager / Service Manager	March 2014 onwards	Plus as new staff and volunteers recruited
12.2	Revise community meals processes and deliver training to service team to understand processes and address any concerns	Locality Manager / Service Manager / Compass	Jan 2014 onwards	Plus as new staff and volunteers recruited
12.3	Complete Contingency Plan for service	Locality Manager / Service Manager	Feb 2014	To review/update annually or sooner if any change
12.4	Commence service delivery	Operational Team	28/03/14	
12.5	Identify any areas for improvement/efficiencies, make any necessary adjustments and seeking approval from B&HCC for major changes	Area Manager / Locality Manager / Service Manager / Compass	28/03/14 onwards	
13. Marketing				

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13.1	Implement Marketing Plan, as agreed with B&HCC	Area Manager / Locality Manager / Service Manager	06/1/14	Meetings to be booked
13.2	Formalise mutual referral process with PAT Team and other relevant agencies	Locality Manager / Service Manager	Jan 2014 onwards	
14. Contract Reviews				
14.1	Continue to ensure contractual requirements, including KPIs, are met and raise any issues with the Commissioner, as appropriate	RVS Area, Locality and Service Managers	29/11/13 onwards	
14.2	Complete contract monitoring processes within agreed deadlines and attend contract reviews	WRVS Area, Locality and Service Managers / B&HCC	28/03/14 onwards	TBA agreed with B&HCC Commissioner
15. Route Planning				
15.1	Decide Workshop Attendees	Deborah Fair	06/1/14	
15.2	Send invitations	Peter Ferns	06/1/14	
15.3	Plan workshop requirements – IT equipment, route plans, info to give group etc.	Peter Ferns/Michelle	06/1/14	
15.4	Hold workshop	Deborah Fair/ Peter Ferns/ Michelle Leung	06/1/14	LM, IT and SMEs invited
15.5	Distribute outcomes and allocate work to relevant SMEs, including impact assessment on resources, IT etc as relevant	Peter Ferns/ Michelle Leung/SMEs	17/1/14	
15.6	Feed into Project Plan on new route requirements, including as testing of route if possible	Locality Managers/Service Managers	17/1/14	

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