

Business Development Report

Purpose

1. This report provides an update to the Board on the progress made against the objectives set out in The Business Development Strategy document (June 2020), and summarises current project activity.

Key issues

2. The Business Development Strategy sets out how all our business activities will align with the vision and mission of Healthwatch Cambridgeshire and Peterborough and that income should only be sort for activities that add value to the core purpose and statutory functions of Healthwatch. It sets out how we work in partnership, in a spirit of collaboration and how we will champion the principle of equitable access to local services and accessible information for all.
3. Our eventual ambition is to annually achieve 25% of our total organisation income from paid for work and non-statutory funding sources.
4. The target for external income set in the 2020/21 budget was £23,000, revised down to £21,100 when the budget was reviewed in late 2020. The projected total for the end of March 2021 is £21,600. This income, together with our local authority Partnership Boards Engagement contract for additional paid work, equates to 20% of our core funding.
5. We believe that achieving this level of external income during a year that has been so impacted by the pandemic is a success. Please note that some the activity has spanned this financial year and the last.

Action required by the Board

6. The Board is asked to:
 - Note the report.

Authors

Jo McHattie, Business Development Manager

Sandie Smith, CEO

10 March 2021

Activities

7. Our ability to gain funding and paid work this financial year has been greatly impacted by Covid 19. The impact has been two-fold. Funders have rightly prioritised emergency funding for the most disadvantaged communities and paid work opportunities have been limited due to both the economic situation and the restrictions of social distancing and lockdown. Against this background we have demonstrated resilience in adjusting to methods of online engagement and having a high success rate in the applications for paid work and funding that we have been able to submit.

Summary of activities

8. Under the ongoing Cambridgeshire County Council/Peterborough City Council Engagement contract we facilitate and run the following Partnership Boards on behalf of the local authorities: Older People's, Carer's, Learning Disability, Physical Disability, Sensory Impairment.
9. Our main Gypsy, Romany and Traveller three-year Lottery funded project is on hold until September 2021 due to the pandemic. We gained agreement to reassign £6,000 of funding to support 20 families / individuals facing digital exclusion with a tablet and six months connectivity. The people chosen to receive support are frequent users of health and social care services.
10. We are one of five local Healthwatch chosen to work on a pilot aimed at improving how integrated care works for local people. This is a joint pilot with Healthwatch England and NHS England. We have been working with South Asian people with Diabetes and young people transitioning to Adult Mental Health Services. We were asked to build up a "Local Persona" detailing what these people should expect from local services and to gather local intelligence from partner organisations. We are now completing the engagement aspect of this project.
11. We worked with the Applied Research Collaboration (ARC) to recruit and facilitate two online focus groups to gather insight on people's views on sharing health care data across different services.
12. At very short notice in February we recruited for and facilitated two diverse online focus groups as part of the local consultation on the planned new standards for A&E departments across England.

13. We were successful in our application to be one of two local Healthwatch to work on a small project looking at developing an online engagement model on behalf of Healthwatch England.
14. We carried out a consultation by way of a survey for PCC with regular users of Lyons Gardens respite facility as part of their recommissioning consultation.
15. We are awaiting an update on when the contracted work we have secured with Choice Support will commence, following the delayed start due to the pandemic. This is to be reviewed in April 2021.

Projects and programme system

16. We have a project register, with a structure for planning, sign off, recording and review. The programme as a whole will develop its business intelligence and financial governance alongside over the coming months. The new Business Development Programme Group will meet this month. The terms of reference for this group are attached below.

Ambition

17. Against the background of recovery from the pandemic we are setting an increased target for external income for 2021/22 of £25,000, an increase that will move us toward the 25% ambition.

Healthwatch Cambridgeshire and Peterborough Business Development Programme Group

Terms of Reference

1. Purpose

The main responsibility of the Group is oversight of the Healthwatch Cambridgeshire and Peterborough Business Development Strategy and its related programme of activities.

The business development programme aims to achieve efficiency and optimum use of resources in the delivery of projects and activities, including from mixed income streams.

A project is a distinct piece of work designed to deliver a specific outcome over a time limited period.

2. Objectives

The Group will:

- Provide assurance to the Board of Directors that the business development programme is balanced and aligned to our Healthwatch strategy, principles and values
- Provide assurance to the Board of Directors that project work is financially viable, consistently managed and robustly delivered
- Provide a forum for ongoing learning and development
- Review and recommend Terms of Reference annually.

3. Activities

At each meeting the Group will:

- Identify the income and expenditure of each project
- Develop a programme register as a tool for understanding the pipeline, progress and prioritisation of project

- Consider the projects and provide guidance and direction on opportunities, constraints, changes or exception plans outside of agreed tolerances
- Consider and assist with the development of methodology and project design
- Receive detailed updates on current project delivery to support the team to deliver within agreed time, quality and cost criteria
- Receive review outcomes for completed projects
- Advise CEO, Chair and Board on the start of projects via acceptance of a project brief in line with approval thresholds
- Provide reports to Board.

4. Project finance approval

The thresholds for financial governance are in line with the financial controls policy:

Amount	Authorisation level
Under £3,000	CEO
£3,000 to £10,000	CEO and Chair
Over £10,000	Board

5. Membership

The Group will be made up from three Directors, one of whom will be nominated Chair. For larger projects the lead Director may attend. The CEO and Business Development Manager will attend meetings.

6. Administration

The Group will meet quarterly, with ad hoc meetings to consider specific projects, supported by email, as appropriate.

Approved by: Business Development Programme Group

Date: 8 March 2021

For review: March 2022