

A Sustainable Healthwatch

Purpose

1. This report presents the Healthwatch Cambridgeshire and Peterborough's Business Development Strategy for 2018 to 2021.

Key issues

2. The Strategy sets out how Healthwatch Cambridgeshire and Peterborough will develop its business in a sustainable, realistic and efficient manner.
3. Healthwatch Cambridgeshire and Peterborough will seek to secure extra income through project funding and offering professional commissioned services. We will ensure that projects we seek to fund are complementary to our mission and values, and work in partnership wherever possible.
4. A Work Plan is included which describes how the aims and objectives of the Strategy will be achieved. This work will be progressed by the Business Development Manager (BDM) working with the CEO, the Chair and other relevant colleagues.

Action required by the Board

5. The Board is asked to:
 - Approve the Strategy
 - Note the Work Plan

Authors

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14th March 2018

Work plan

6. **Overall aim:** To identify income sources other than our core grant, and work with colleagues to complete relevant bids and grants. To explore project options that add value to and enhance our core work streams. We will aim to develop a mixed income stream, of both restricted and unrestricted income. Through earned income, saved expenditure and by way of added value, and project start up management look to cover the salary cost and on-costs of the Business Development Manager Role.
7. **Proposed funding authorisation levels are;**
 - Up to £10,000 CEO and BDM
 - Up to £30,000 Chair or Director approval
 - Above £30,000 Full board approval required
8. Business Development Manager to be accountable for ensuring we comply with the required monitoring and reporting for all approved funding.
9. Business Development Manager will report to the Board annually. The first interim report to be completed July 2018 to allow the board to assess the progress made in the first 6 months of the initially funded 12-month role.
10. **Income streams** will include, but not be limited to, the following:
11. **Professional services:** Hourly, or daily, commercial rate to be charged, profit will be unrestricted. Some examples could be planning and running forums, and workshops. Preparing and undertaking bespoke research through targeted engagement, surveys and running focus groups. Volunteers key to supporting this and we have already had some success in securing this profitable work commissioned by public sector bodies.
12. **Grants and tender writing:** To research, consult with others and write all approved grants and bids. This will range from small grants to enhance our core work, to significant applications to fund new targeted projects or for tender opportunities. We have had our first funding application approved as reported in the CEO report.
13. **Partnership working:** To seek out appropriate partnership organisations for work and projects focused on working with the hardest to reach groups in our community. Where appropriate co-write funding applications. We will look to align our partnership work to our work programme, our strategy and our current project work.
14. **Cost savings and continual improvement:** With CEO and board direction, to research and make proposals for specific areas where we are looking to reduce costs or improve purchased services or goods.