

Confidential Minutes

Meeting Title:	Business Development Sub Committee		
Date:	22 nd March 2017	Time:	11 a.m.
Attending:	Heather Brewster, Carol Briggs, Bee Davidson, Melanie Fordham, Carol Gaskarth, Sandra Roberts, Claire Todd		
	Andria Murphy (for item 3 only) – item taken out of order and discussed at end of meeting		
Apologies:			

Agenda No.	Notes/Actions	Lead
1	Minutes of last meeting held 2nd November 2016 The minutes were approved	
2	<p>Matters Arising not on agenda The minutes of the previous meeting were reviewed. All actions complete except where noted.</p> <p>a) Data Recording/CRM update Data recording is in the budget for next year and a full paper will go to the Board when this is progressed. It has been reported to Board that SMT have looked at 2 CRM systems – Salesforce and Microsoft Dynamics and preference is still for the Salesforce system in terms of functionalities. No progress will be made on the CRM system until the current IT contract process is complete. We will then look at the specification and a cost benefit analysis will be carried out.</p> <p>b) Digital Strategy update This is now scheduled to be looked at in July when ICT and governance is in place.</p> <p>c) Information Governance</p> <ul style="list-style-type: none"> • A meeting has taken place to develop an implementation plan and define associated areas of activity • An IG Sub Committee will be established to support implementation and development of the work-stream. A request for expressions of interest in joining the committee has been circulated to staff and 5 have been received. • An IG policy which looks at how the organisation processes and handles information has been drafted and will be considered at the first meeting of the Sub Committee. • As a part of the IG requirements an annual audit of PCP systems will be undertaken to ensure compliance – we have already conducted an initial audit to help inform the work of the IG Sub Committee. • The audit and policy will be underpinned by development of an IG Improvement Plan. 	<p>Claire</p> <p>Carol</p> <p>Claire</p> <p>Claire</p>

	<p>d) Fundraising Strategy – final version approved The strategy has been disseminated to Admin and Options.</p> <p>e) Income targets for 2016-17 – Carol advised that targets had been achieved.</p> <p>f) New opportunities</p> <ul style="list-style-type: none"> - Community Parenting Programme – Home Start UK have been in touch and we are in the process of setting up a meeting to progress further, however it is expected that it will take some time for this to move forward. - Options Social Club - £4k funding has been provided to support the club - £3k from GAMP and £1k from Transcendit as part of their social responsibility. - Trimdon Health Intervention – We have been successful and confirmation paperwork has been received. - Community Care Takers – It had been reported that this was not progressing however this will now be progressed and is included within the Potential Opportunities item. - Middlesbrough Council Integrated Health & Wellbeing Centre – This did not progress as the opportunity was withdrawn from the portal, however there has been a new expression of interest requested and submitted around working in partnership. Nigel Brough is progressing but this is expected to take some time to move forward. - Sedgefield Primary Care Counselling Service – The contract has been received and will be looked at in detail this afternoon. - Stockton Service Navigation Project – The contract has been extended for 6 months. <p>g) Fundraising action plan – not yet progressed. Action c/fwd</p> <p>h) Workplace Health – This contract expires on 31st March. Verbal assurances have been received that we will be awarded the contract but written confirmation not yet received. The extension will be for 1 year.</p>	<p>Carol/ Claire</p> <p>Carol/ Claire</p> <p>Carol/ Claire</p>
<p>3</p>	<p>Finance Update</p> <p>Andria joined the meeting for this item only. Carol explained that it had been agreed that, where possible, senior managers would attend some meetings for specific items only to allow better use of time.</p> <p>a) Management accounts Quarter End 31st December 2016 (Q3) Andria went briefly through the management account figures and asked for any comments/questions. No questions were raised.</p> <p>b) End of Year Forecast position Andria explained that the figures in the forecast position for March are subject to change and are currently not audited. The forecast includes some additional assumed maintenance for the Hydropool (£5k). The only income area not on track is Centre but this has been reported each quarter and risks are known. There have been savings on expenditure of £400k, in the main due to projects not utilising funds. The carry forward figure will be £1.5m which is as predicted in Quarter 3 and we are still predicted to spend less than expected in Quarter 4.</p>	

	<p>Andria asked for any comments/questions. None were raised.</p> <p>Andria was thanked for presenting the accounts and forecast and left the meeting at this point.</p>	
4	<p>Business Development Action Plan</p> <p>An update in terms of the position of the current plan. Carol and Claire will develop a new action plan which takes into account actions from PCP's Business Plan plus Dashboard targets and the fundraising strategy.</p> <p>Items on the action plan with a green indicator are complete or on track. Comments provided on the plan for amber/red items, with any additional comment below:</p> <p>Priority Aim – Sustain current level of activity South Tees (Redcar & Middlesbrough) Healthwatch contract has not been sustained. Stockton Healthwatch has been extended for 1 year. The Counselling contract has been extended.</p> <p>Monthly horizon scanning for new opportunities is carried out, usually daily rather than monthly and we are working closely with partners.</p> <p>Priority Aim – Increase coverage in Darlington – Now have BBO health and lifestyle delivery in Darlington (Liz Godfrey). Action: list of delivery premises/map to be created.</p> <p>Carol reported a number of third sector organisations in Darlington are struggling. Darlington Healthwatch had handed back their contract due to a 53% reduction, this had now been re-negotiated and the contact returned. There is still a reduction and re-structuring is taking place – CEO and 2 part time development workers. Longer term Healthwatch may be aligned with neighbours, i.e. Stockton or Durham and Carol will meet with Healthwatch Darlington to discuss later in the year.</p> <p>Priority Aim – Achieve new income target of £400,000 – was met.</p> <p>Pursue new opportunities in other localities as appropriate – Carol advised that she and Claire had met with North Yorkshire commissioners and Richmond providers and made a tour of the area. The area is very rural and sparsely populated away from towns such as Richmond with villages being widely spaced and consisting of only a few houses. Both Carol and Claire felt that this had been a very useful exercise as it showed that reality and physical area can be quite different to the map area and if the tour had not been done there would not have been a true picture. They felt that for future tender opportunities it would be advantageous to scope any physical area included on a tender to allow us to make an informed decision on whether opportunities are financially worthwhile, and also with regard to risk assessments and lone working etc.</p> <p>Local Authorities in other area are looking projects or services which PCP could deliver. None have been commissioned as yet but there are a lot of opportunities on the horizon in terms of public health. In terms of the voluntary sector, this is very under-developed in N Yorks.</p>	<p>Carol & Claire</p> <p>Carol & Sandra</p> <p>Carol</p>

	<p>Priority Aim – Use data & intelligence to inform service development</p> <ul style="list-style-type: none"> • Carol advised that pilot engagement activities had taken place and Stockton & District CAB delivers for us as part of the ICA service. PCP will continue to work with them around new opportunities. • Appreciative enquiry – Claire advised that one of the work streams for the Marketing & Engagement group is around trying to improve our understanding of why clients engage with PCC. This is important to make sure we can sustain our activity to meet needs, and identify areas where we may be missing opportunities or need to strengthen or improve our provision. An appreciative enquiry session has been run, facilitated by Marianne Patterson. This format is different from the traditional focus group in that a range of clients accessing services across the Centre met to look at 4 questions which allow open conversation and discussion. The first session had 10 people attending and went very well, with open dialogue. <p>From a marketing point of view, the 10 people attending the session could have provided 10 case studies and we do need to capture these success stories. A recommendations report will be presented to the Marketing & Engagement group that this model is rolled out across the organisation. Marianne will feedback to OMT to allow them to deliver to their staff teams and across the year there should be a rolling programme of sessions taking place. At the end of the year we should be able to feed back to the people who attend the sessions on what was said and what has been done, or why it cannot be done. A rolling programme of sessions will allow case studies to be collected throughout the year, rather than trying to find these at annual report time.</p> <p>Action Claire to ensure case studies are captured through the process.</p> <p>Priority Aim – Investment Policy – Carol confirmed that the investment sum has now been committed and funding transferred to Rathbones.</p> <p>There were no questions re the Action Plan. Action: Carol and Claire will look at a new plan for the forthcoming year and will send out electronically prior to the next meeting to allow comments and contribution.</p>	<p>Claire</p> <p>Carol/ Claire</p>
5	<p>Contract Mobilisation/Changes</p> <p>a) Sunderland Healthwatch</p> <p>Contract sustained – 4 years plus 2 years possible extension. There is some staff rationalisation required as the contract value was cut by 33% but the staff complement will not be reduced by this figure and the community development aspect of staff posts will be retained. Consultation has been done with staff and this was overwhelmingly positive. There is rationalisation in other areas of</p>	

	<p>the contract and changes will need to be made i.e. office space, chair moving from a paid to unpaid position and no scope for sub-contracting.</p> <p>b) South Tees Healthwatch PCP is in the process of exiting this contract. 6 members of staff are affected, originally 7 but one has decided not to transfer and their employment will end on 31st March, with the rest of the staff transferring from 1st April. The process has been difficult to manage as HR advice to PCP and the new provider has been contradictory, with the VA being advised that those staff not securing posts would not transfer. This is not the case and any staff not obtaining posts must still transfer and then need to be made redundant by the VA. The VA is looking to make 2 people redundant, with the remaining staff team applying for 3 positions. A meeting will take place on 23rd March which Carol will attend but it is not PCP's decision on who obtains which post.</p> <p>c) Stockton – Healthwatch ICA, SSNP, BBO The current manager of Stockton Healthwatch is moving as they have been slotted into a South Tees post therefore Toni McHale will take over management with effect from 1st April 2017.</p>	
6	<p>Current/New Opportunities</p> <p>a) Funding Report 2016-17 The funding report shows an almost end of year position and a new report will be available for the new financial year.</p> <ul style="list-style-type: none"> • 11 applications successful • No. 16 – Buddies Befriending – application has not yet been submitted. • No. 15 – South Tees Healthwatch – unsuccessful • Nos. 11, 13 – Targeted Health Trainers and Workplace Health– outcome not confirmed in writing but verbally assured they have been successful. • No. 12 – Healthy Communities – outcome not yet known. This would extend and further develop the work of health trainers in Shildon. Action: Claire to chase as outcome should have been received in February. • Growing our Community (GAMP) – Offer letter received but this cannot go forward until after the May local elections. <p>There were no questions on the funding report. Carol highlighted that much work had been undertaken to maintain and grow the range of funding and outlined that the success rate is very high.</p>	Claire
7	<p>Engagement & Marketing Update</p> <ul style="list-style-type: none"> • The Marketing and Engagement Group are progressing work streams detailed in the Action Plan • The Action Plan aligns to our Business Plan objectives and 	

	<p>Marketing and Engagement Strategy priorities.</p> <ul style="list-style-type: none"> To improve our understanding of why clients engage with PCC an Appreciative Inquiry session was facilitated yesterday with a range of clients who access services and activities at the Centre. Feedback from this session will be fed back into the Marketing meeting to inform our work. (see item 4) Moving forward, there will be a focus on increasing our profile through press releases, case studies and other forums. 	Claire
8	<p>Comments & Complaints Update Item not covered due to time constraints. Claire confirmed there were no urgent issues. Action Next agenda.</p>	Kath
9	<p>Potential Opportunities – Overview A Business Development Sub Committee update was tabled, together with a Children’s Learning & Development Project (item b) budget.</p> <p>a) Community Caretakers (Claire)</p> <ul style="list-style-type: none"> PCP are working in partnership with livin, the landowner for the project site, Cornforth In Bloom and Inside Outside Community Development CIC, a not for profit organisation that facilitates asset-based community led horticultural activities. Through the revitalisation of the green space in Laburnum Road West Cornforth, the project will see the creation of a multifunctional space. A variety of recreational facilities will be offered including circular walks, a natural play and picnic area, establishment of planted areas and creation of a training space for apprentices/volunteers. PCP have led the submission of a funding bid to Veolia Environmental Trust to secure £50k towards the project and would manage the funding stream if successful. This will showcase our ability to lead on this type of project. As a result of our involvement in this project, livin have approached us to work with them on other projects Cornforth Partnership were original involved in this project but have withdrawn. Ultimately we would hope that the project can develop into community care taking where volunteers and apprentices could help older people with maintenance of gardens etc as livin no longer have the funding to do this type of work. Claire thanked Sandra for her work on the project. <p>b) Downs Syndrome project (see update and budget) (Carol)</p> <ul style="list-style-type: none"> Carol advised that ECCDS are now progressing voluntary liquidation and have called a meeting of members to decide whether or not to wind up the charity. Separately, Carol has met with the families, staff and volunteers to ask what they ‘liked’, ‘disliked’ and would ‘want in the future’ for a service/project. All were very receptive to PCP working with them and developing a project. 	

	<ul style="list-style-type: none"> • The provisional budget is over 4 years and covers the south of the region, not Hexham and Northumberland. It is thought that Hexham will set up as a closed group for the moment. • The budget shows possible sources of funding: <ul style="list-style-type: none"> - Esmee Fairburn application is progressing. Timescale on the application is one week for first stage, then 2 – 4 months for second stage. - Children in Need – ECCDS were previously funded by Children in Need and they are in the process of returning this funding. The maximum funding is for 3 years and this application can be submitted at the beginning of June with outcome known in September. - The other funding source identified is an application to GAMP but due to purdah we are not able to apply until after the local elections. Timescale for outcome is round October. Our application would meet GAMPs criteria due to location and it would not matter that families involved would be from a wider area. - The fundraising figure is not thought to be unrealistic - parents have always raised funds and are happy to do this. - Parents currently pay £22 per month but there is inequality in this as one group meet fortnightly, one meet weekly but both pay the same amount. Figures in the budget are based on paying slightly more for a weekly provision for both groups. • The parents will vote on the name of the project – various names have been suggested all including 21 which refers to the 21st chromosome. <p>Carol will request a decision from Board at the meeting on 27th March to go forward with this project and carry on with activities until funding is received. Action: Carol paper for Board meeting.</p> <p>c) Sport England (Claire)</p> <ul style="list-style-type: none"> • Sport England has launched the Active Ageing Fund aimed at tackling inactivity (in those aged 55 and over). • Bids can range from £50,000 - £500,000 with projects operating for a minimum of one year. • We are currently working in partnership with the Foundation of Light (lead) and livin with the intention of developing a project covering South Durham. • The first part of the process involved the submission of an Expression of Interest form in February which we have done in partnership with awards being made in June 2017. <p>d) Masterplan (confidential) (Carol)</p> <p>livin have received resource to renovate an area in Newton Aycliffe. They have carried out a feasibility study of the area which indicates the need to redesign the housing offer. livin have a duty to carry out an independent public consultation process and have asked PCP to do this for them. PCP would not be involved in any negotiations around property or legal issues but would support the consultation</p>	Carol
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	<p>process and ensure everything is clear and transparent. The project would be over 15 years in terms of the renovation and PCP would be involved for the first couple of years. In addition to housing regeneration a community resource funded potentially through a potential Big Lottery bid will be scoped.</p> <p>This programme has not yet been announced and Carol stressed the importance of confidentiality. Information is embargoed and cannot be shared at the moment due to sensitivities. Action: further information to follow.</p> <p>Carol showed the group a brief livin video of a similar scheme on the York Hill estate http://www.livin.co.uk/your-home-and-community/york-hill-estate/</p> <p>Hungry Holidays (Carol) We may be looking to deliver a programme of activities over the school holidays, linked to food poverty and offering meals for children involved in the activities. Action: further information to follow.</p>	<p>Carol</p> <p>Carol</p>
10	<p>Any Other Business</p> <p>a) Hydrotherapy Pool</p> <p>The number of breakdowns and subsequent pool closures is increasing and we will be spending £5k in March on the chlorinator and sand filtration system repair. The overhead hoist has also now broken and this will need repair, not included in the £5k March spend. The issue with the sand filtration system has also resulted in sand getting into pipes. Quote have been requested to deal with this but the cost would be dependent on how long the work would take and how many pipes are affected, which would not be known until work started.</p> <p>A paper will need to go to Board on the options for the pool to either carry on with replacing obsolete and defective parts of the pool plant as they break, or to replace the plant room entirely, ensuring that this could be used with the new pool when it is in place. Action: Carol</p> <p>Heather asked if maintenance for the pool is included in budgets and if this was sufficient. Carol advised that maintenance is included and this has been increased by £7k. There have been £5k worth of issues in the past month and it is difficult to gauge how much would need to be spent in the coming months. Heather felt it might be useful to have a contingency budget in place of around £10k to cover costs which, if not used in the pool, can be used elsewhere.</p> <p>In relation to the new pool, there is a 'ballpark' figure of £150k for a new pool but this is purely for the pool and does not include</p>	<p>Carol</p>

	<p>architects fees, plans and building works. We now have a contact in DCC planning but they have said that we need to source architects. We are working hard to try and get all the information needed for the new pool but Carol felt it might be more prudent to get a new plant before the new pool rather than constantly spending smaller sums over a longer period of time and having constant pool shutdowns.</p> <p>Carol will hold a workshop with the Board at the meeting on Monday 27th March to go through options for the pool and make a decision on how to move forward.</p> <p>b) Jubilee Medical Group Carol has met with the practice manager who has said they are desperate for more space because the practice is now one of the urgent care hubs for the Sedgefield area. We had had a productive discussion and will meet with them again on Wednesday 29th March to scope out the building and their needs.</p>	
11	Date of next meeting 21st June 2017	