

## Healthwatch Oxfordshire Board of Directors

Date of Meeting: 11 <sup>th</sup> July 2017	Paper No: 5
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Title of Presentation: Governance, Strategy and Finance Draft Planning Brief
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This paper is for	Discussion	x	Decision	x	Information	
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<p><b>Purpose and Executive Summary (if paper longer than 3 pages): Please click the icon to access the document</b></p> <p>The GSF Terms of Reference require us to ensure that HWO has a Goals and Strategy Plan covering the current (budget) year, plus 2 forward years. Having worked on this we have concluded that producing “rolling plans” is the best way forward, such that our planning becomes a continuous process, updating to meet changes in experience and our environment.</p>
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<p><b>Financial Implications of Paper:</b></p>
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<p><b>Action Required:</b></p> <p>The Board is asked to:</p> <ul style="list-style-type: none"> <li>• Agree the draft planning brief in principle, subject to any changes agreed at the Board meeting.</li> </ul>
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It's part of the Governance, Strategy and Finance (GSF) Terms of Reference to ensure that HWO has a documented Goals and Strategy plan covering any current financial year plus two forward years.

The purpose of this Briefing Document is to provide the Executive Director with a planning brief, approved by the HWO Board, so that she can submit HWO forward plans that support the Board's, and outside agency, requirements.

**This Briefing Document is submitted to the HWO Board for discussion and approval.**

**1. Planning methodology:**

- a. The GSF methodology philosophy is that planning will be a continual activity such that annual budget and forward plans will be updated on a regular rolling basis.
- b. An annual budget and activities plan will be submitted by the Executive Director (ED) and the GSF, for approval, prior to March 31<sup>st</sup>.
- c. A quarterly report on financial outcome against budget/prior year, and progress against the planned activities will be provided to the Board, within 2 months of a Quarter's end. This will be accompanied by a budget and activity plan for the same quarter, in the following year. Variances to budget and activities' plans, exposed by the quarterly reviews, will be used to inform changes to subsequent quarter plans.
- d. This will enable the Board to see how the management are planning for the year ahead, as the current year unfolds. It will also enable the budget and activities plan for the ensuing year to be based upon 3 quarters of finalised plans, and a fourth quarter based upon estimated outcomes.
- e. The forward Goals and Strategy plans will add 2 further years of planning to the foregoing. To illustrate the process:
  - i. We have a current set of figures and plans for 2017/18. Year 1
  - ii. As 2017/18 unfolds, the budget and activity plans for 2018/19 will be assembled, quarter by quarter. Year 2
  - iii. By December 31<sup>st</sup>, 2017 we will also have an outline forward Goals and Strategy view for 2019/20. Year 3.
- f. This process will be rolled forward, such that the Board will always have a 3-year vision of HWO's Goals and Strategy planning.

**2. Planning Structures:**

The structure of the forward planning will be like a 3-layer wedding cake:

- a. The top, layer, will detail the assumed developing background environment in Health and Social care, and implications from this for HWO's planning during the plan period. This can be updated annually, or as/when key events unfold.
- b. The middle, layer will state HWO's over-arching Goal; and sub-Goals, and their accompanying Strategies that will assist in HWO achieving its over-arching Goal. It will also address corporate and organisational developments that are seen to be desirable. All that follows in the base layer will be supportive of this layer.
- c. The base layer, will be like the current Goals, Strategies and detailed activities plans. This will enable the Board to see how current strategies, either continue and develop into future years, or morph into new plans that adapt HWO to meet the forecast changing background environment.

- d. In financial planning terms, the forward plan to be submitted to the Board by December 31<sup>st</sup>,2017 will also include:
  - i. Financial Income and Expenditure summaries actuals for: 2014/15, 2015/16, 2016/17, and forecasts for: 2017/18, 2018/19, and 2019/20. Any significant changes to income/expenditure in the F/C years will have notes of explanation attached.
  - ii. The Board sub-group for marketing and communications should also prepare a forward plan to complement the HWO plans as they unfold.

### 3. **Forward Plans content brief:**

It's for the ED to decide upon the detailed content of the forward plans, with emphasis on keeping the text as brief as possible. The GSF has agreed the following inputs:

- a. HWO's over-arching goal: "To steadily grow HWO's effectiveness and reputation as Oxfordshire's watchdog on health and social care matters."

NB: The forward plans need to state how progress against this over-arching goal is to be measured.

- b. The achievement of the over-arching goal will come from pursuing the following subordinated goals, and their accompanying strategies:
  - i. Find out about people's experiences of using H&SC services.
  - ii. Use this information to provide informed advice to commissioners and providers, about how their services need to change.
  - iii. Help to hold management of H&SC services publicly to account for the quality and inclusiveness of their services, and to formulate policy and strategy in line with our advice.
  - iv. Provide advice and information to individuals about access to H&SC services.
  - v. Develop the HWO brand and its perceived values. (With input from the Communications and Marketing sub-group).
  - vi. Working with commissioners and services providers to ensure that they communicate appropriately with, and involve: service users, and the third sector: in the design, delivery and evaluation of their services.
  - vii. Acting as the ears and voice for the third sector.
  - viii. Working to achieve effective impact on the Health & Well Being Board, in terms of its role as the county's top setter of Health and Social Care Goals and Strategies.

NB: The above subordinated goals, with appropriate supporting strategies, will provide the content for the base layer of planning, together with the planned quarterly activities for their achievement.

### 4. **Critical considerations:**

From discussions within the GSF and the recent SWOT exercises, the construction of the forward Goals and Strategies plans will need to consider/address the following:

- a. What are we going to do with our "Charitable Status?"
- b. Sorting out HWO's "paid-for" work strategy.

- c. What steps can we take to strengthen HWO's position prior to the Council's consideration of our Grant status in 2018? This may lead to the development of a separate HWO "survival strategy."
- d. What, if anything, should HWO do to initiate/take part in co-ordinated activities with other HWs in the Thames Valley area? (Particularly in relation to the NHS BOB footprint).
- e. Using our position on the HWBB to influence the need for and implementation of more "joined-up" planning and thinking on the part of the various commissioners and providers of H&SC services.
- f. How can we better identify "best practice" examples from around the UK, to promote improved performance in Oxfordshire?
- g. Developing a working relationship with Oxfordshire's MPs.
- h. Leveraging our increasing involvement with the Locality Chairs and Forums, to improve HWO awareness and influence.
- i. How can the reported poor relationship between staff and the Board be improved?
- j. What steps must the Board take to become more representative and inclusive, and fill skills gaps?

**Martin Tarran-Jones**  
**On behalf of the GSF**  
**July 3<sup>rd</sup> 2017**