

GPDF

Business Plan April 2023 – March 2024

Business Plan Executive Summary and Objectives 2023-2024

GPDF Values

- **COMMITTED:** We are committed to LMCs and general practice and place them at the heart of every decision we make.
- **TRUST:** We do all we can to encourage a climate of mutual trust with LMCs and other stakeholders.
- **CHALLENGING:** We have the courage to challenge effectively on behalf of all LMCs.
- **TRANSPARENCY:** Our decisions for funding and internal spending are open and transparent, and the support we provide is clearly presented.
- **ACCOUNTABLE:** We hold ourselves to account and are proactive in being accountable to LMCs and general practice.

GPDF Key Aims

- General practice in England, Scotland and Wales will have national representation that is fit for purpose.
- English, Scottish and Welsh LMCs will share and learn from each other, within and across the devolved nations.
- Support will be tailored to LMCs to embrace the unique characteristics of their devolved healthcare systems.
- LMCs will have enhanced capacity to increase and meet their constituents needs.
- LMCs will be supported to deliver the best possible service for their constituent GPs.

GPDF Strategic Pillars of work

- To contribute to the national representation of general practice across England, Scotland and Wales.
- To fund the delivery of conferences for UK, English, Scottish and Welsh LMCs and a conference for LMC secretaries.
- To fund projects proposed by LMCs through a fair and transparent process, with clearly defined governance.
- To fund legal cases proposed by LMCs through a fair and transparent process, with clearly defined governance.
- To ensure the efficient and effective collection of the GPDF Levy, and its payment to allied organisations.
- To ensure high standards of internal corporate governance through the development of a consistent and transparent organisational infrastructure.

GPDF Business Plan Objectives 2023-2024

- To establish a new deed of grant.
- BB Partners Project –
 - The rebuild general practice campaign.
 - Improving LMC Engagement and Report.
- To refresh the conference process and deliver conferences as per plans.
- To implement LMCs grants programme.
- To implement grants giving framework for legal cases.
- To ensure the efficient and effective collection of the GPDF Levy.
- Assured and consistent delivery of services from Secretariat.
- Stabilising and Rebuilding GPDF

01	
Goal(s) to be achieved: To establish a new deed of grant	Target date for completion By: December 2024
Which of the organisations strategic pillars of work are met with this goal? To contribute to the national representation of general practice across England, Scotland and Wales.	
How was this goal identified? This goal was identified by local LMCs asking for a more robust deed of grant to replace the one that came to an end on 30 th June 2023.	
What will be the outcomes of achieving this goal? LMCs will feel that the BMA board have greater accountability to the LMCs.	
What milestones will have taken place by December 2024? August – December 2023 Operate under the interim deed of grant. Finalise the substantive deed of grant. January – March 2024 1st January – start date of the substantive deed of grant which operate for three years until 31st December 2026. April – June 2024 Devise and agree the voting process for the discretionary element of the new substantive deed of grant. July – September 2024 Voting on the discretionary element to take place.	

<p>Establish implications.</p> <p>October – December 2024 Review the process with the BMA. Discuss implications for year 2.</p>	
<p>What support do you need to achieve this goal? Board decision on who is going to be the face of the deed of grant with the BMA. Secretariat support – to have a good grasp of the deed of grant process and support the effective voting process on the discretionary element. Mi-Voice support – with online voting process.</p>	
<p>What are the risks of not achieving this goal? This goal has a core purpose for GPDF and is where most of the levy income is spent. Failure to do this well could lead to a lack of confidence from both LMCs and the BMA.</p>	
<p>What action can be taken to minimise the risks? To ensure everyone has a clear understanding of the processes relating to the deed of grant. To ensure the new deed of grant commences from January 2024 to allow time to ensure the support can be delivered effectively.</p>	
<p>How will this goal roll forward into the next planning year? This is a three-year deed of grant which will roll over until December 2026.</p>	
<p>Who has the lead accountability for this goal? Chair of the GPDF Board</p>	<p>Who is responsible for achieving this goal? Head of Secretariat</p>

02	
<p>Goal(s) to be achieved:</p> <p>BB Partners Project:</p> <ul style="list-style-type: none"> • The rebuild general practice campaign. • Improving LMC Engagement and Report. 	<p>Target date for completion By: December 2024</p>
<p>Which of the organisations strategic pillars of work are met with this goal?</p> <p>To contribute to the national representation of general practice across England, Scotland and Wales.</p>	
<p>How was this goal identified?</p> <p>In response to England contract imposition, feedback from LMCs at last England conference, and general election, the decision was made to extend the existing project and add the LMC strand in to try and provide support around elections.</p>	
<p>What will be the outcomes of achieving this goal?</p> <p>GPs will be better understood by their communities.</p>	
<p>What milestones will have taken place by December 2024?</p> <p>August – December 2023</p> <p>September 2023 - Soft Media Launch. September - October 2023 – GP A Team at Party Conferences. October – December 2023 – Grassroots LMC UK Roadshows. December 2023 – Listening to Patients Toolkit.</p> <p>January – March 2024</p> <p>January 2024 – Media Roundtables. February 2024 – Open letter / petition. February – March 2024 – LMC Training Sessions.</p> <p>April – June 2024</p> <p>April – May 2024 – Parliamentary Drop In sessions.</p>	

<p>July – September 2024 No milestones</p> <p>October – December 2024 Date not specified – GP day of action.</p>	
<p>What support do you need to achieve this goal? Run by BB Partners. Board members to attend meetings and give input on projects.</p>	
<p>What are the risks of not achieving this goal? Reputational risk amongst GPs if this project is not successful.</p>	
<p>What action can be taken to minimise the risks? Ensure we are fully supporting BB Partners and giving appropriate feedback.</p>	
<p>How will these goals roll forward into the next planning year? Project should be finalized within the business planning year but could lead to future projects.</p>	
<p>Who has the lead accountability for this goal? Chair of the GPDF Board</p>	<p>Who is responsible for achieving this goal? Head of Secretariat</p>

03	
<p>Goal(s) to be achieved: To refresh the conference process and deliver conferences as per plans.</p>	<p>Target date for completion By: December 2024</p>
<p>Which of the organisations strategic pillars of work are met with this goal? To fund the delivery of conferences for UK, English, Scottish and Welsh LMCs and a conference for LMC secretaries.</p>	
<p>How was this goal identified? Annual cycle of conferences which LMCs expect to continue.</p>	
<p>What will be the outcomes of achieving this goal? LMCs have the opportunity to meet together and develop the profession.</p>	
<p>What milestones will have taken place by December 2024?</p> <p>August – December 2023 England LMC Conference – November 2023 Scottish LMC Conference – November / December 2023</p> <p>January – March 2024 Welsh LMC Conference – Jan – March 2024 LMC Secretary’s conference – March 2024</p> <p>April – June 2024 UK LMC Conference – May 2024</p> <p>July – September 2024 No milestones</p>	

<p>October – December 2024 England LMC Conference – November 2024 Scottish LMC Conference – November / December 2024</p>	
<p>What support do you need to achieve this goal? Support from BMA to organise conferences.</p>	
<p>What are the risks of not achieving this goal? Conferences will not take place.</p>	
<p>What action can be taken to minimise the risks? Maintain clear communication with the BMA.</p>	
<p>How will these goals roll forward into the next planning year? Continual planning for conferences.</p>	
<p>Who has the lead accountability for this goal? Chair of the GPDF Board</p>	<p>Who is responsible for achieving this goal? Head of Secretariat</p>

04	
Goal(s) to be achieved: To implement LMCs grants programme	Target date for completion By: December 2024
Which of the organisations strategic pillars of work are met with this goal? To fund projects proposed by LMCs through a fair and transparent process, with clearly defined governance.	
How was this goal identified? LMCs identified that they did not understand what could be applied for and the decision-making process associated with it.	
What will be the outcomes of achieving this goal? There will be a fair and transparent process for LMCs to apply for grants.	
What milestones will have taken place by December 2024? August – December 2023 The process will be launched at the AGM – September 8 th 2023, when all policies will be approved. Recruitment of grants panels for the projects. To set up annual timetable for applications, panels, applications, quarterly panel meetings and decisions. January – March 2024 To devise register of grants applied for and approved. April – June 2024 Develop website to include summaries of funded projects over the last 12 months. July – September 2024 Review processes.	

<p>October – December 2024 Review budget for 2025 grants round.</p>	
<p>What support do you need to achieve this goal? This goal will be led by a board member with admin support from secretariat.</p>	
<p>What are the risks of not achieving this goal? LMCs become further concerned that funds are not shared equally and appropriately.</p>	
<p>What action can be taken to minimise the risks? Ensure that the programme and its successes are regularly publicised.</p>	
<p>How will this goal roll forward into the next planning year? This will be established by decision making at the end of the year.</p>	
<p>Who has the lead accountability for this goal? Chair of the GPDF Board</p>	<p>Who is responsible for achieving this goal? Head of Secretariat</p>

05	
Goal(s) to be achieved: To implement grants giving framework for legal cases	Target date for completion By: December 2024
Which of the organisations strategic pillars of work are met with this goal? To fund legal cases proposed by LMCs through a fair and transparent process, with clearly defined governance.	
How was this goal identified? LMCs and GPs identified that they did not understand what could be applied for and the decision-making process associated with it.	
What will be the outcomes of achieving this goal? There will be a fair and transparent process for LMCs and GPs to apply for grants for legal support.	
What milestones will have taken place by December 2024? August – December 2023 The process will be launched at the AGM – September 8 th , 2023, when all policies will be approved. January – March 2024 To devise register of approved grants for legal support. April – June 2024 Consider how to share information on website. July – September 2024 Review processes. October – December 2024 Review budget for 2025 grants round.	

<p>What support do you need to achieve this goal? This goal will be led by a board member with admin support from secretariat.</p>	
<p>What are the risks of not achieving this goal? LMCs or GPs involved in legal cases will not be supported financially.</p>	
<p>What action can be taken to minimise the risks? To ensure funding is available through the collection of levies. Clear communication with all parties.</p>	
<p>How will this goal roll forward into the next planning year? Through ensuring levy payments are made.</p>	
<p>Who has the lead accountability for this goal? Chair of the GPDF Board</p>	<p>Who is responsible for achieving this goal? Head of Secretariat</p>

06	
<p>Goal(s) to be achieved: To ensure the efficient and effective collection of the GPDF Levy.</p>	<p>Target date for completion By: December 2024</p>
<p>Which of the organisations strategic pillars of work are met with this goal? To ensure the efficient and effective collection of the GPDF Levy, and its payment to allied organisations.</p>	
<p>How was this goal identified? Concerns were expressed by LMCs that the levy collection was not as efficient as it could be.</p>	
<p>What will be the outcomes of achieving this goal? Reduction in unpaid levy and a sense to paying LMCs that levy collection is fair and consistent. There will be implications of non-payment. Sufficient funds will be available to continue services and grant programmes.</p>	
<p>What milestones will have taken place by December 2024?</p> <p>August – December 2023 Establish a process with the board regarding chaser statements and writing off bad debts etc. Confirm processes in new policy. To establish levy payments for 2024. Head of Secretariat to work with Russell & Russell to confirm format and titles of “paid levy charges” schedule, and “unpaid levy charges” schedule. Share up to date schedules with Board. End of September – Ask Board to review current schedules, explore known inconsistencies and remedy with Russell & Russell. End of October - Board to review unpaid levies, and the Board and central team to engage with LMC’s as appropriate. End of November – Secretariat to have created a register of payment terms negotiated with LMC’s. End of December – Write off unpaid levies as agreed by the Board.</p>	

January – March 2024

Issuing of 2024 levy invoices.

Review of payments received, and Board advised of payments received and non-payments.

Initial statements issued to LMCs.

April – June 2024

Chaser statements to be sent to non-payment LMCs.

During May and June, Board and/or Head Office to engage in personal contact with LMC's where Levy is unpaid.

July – September 2024

At July Board meeting (6 months into the year), full unpaid Levy list reviewed and sanctioned LMC's identified and Chair writes to confirm situation. This will include the option to appeal against the sanction.

October – December 2024

Establish levy payment for 2025.

What support do you need to achieve this goal?

Russell and Russell – establish new finance system.

Board – agree on approach to poor payment and be actively involved in debt collection.

Secretariat – admin support.

What are the risks of not achieving this goal?

The approach to paying levy will become increasingly relaxed which will undermine GPDFs only income stream.

What action can be taken to minimise the risks?

Processes need to be tightened up to make them more appropriate and slicker.

How will this goal roll forward into the next planning year? Through beginning 2025 with reduced debts and a clean slate.	
Who has the lead accountability for this goal? Chair of the GPDF Board	Who is responsible for achieving this goal? Head of Secretariat

07	
<p>Goal(s) to be achieved: Assured and consistent delivery of services from the Secretariat.</p>	<p>Target date for completion By: December 2024</p>
<p>Which of the organisations strategic pillars of work are met with this goal? To ensure high standards of internal corporate governance through the development of a consistent and transparent organisational infrastructure.</p>	
<p>How was this goal identified? Through a review with the chairman when Attend took over the running of the secretariat and identification of the key area for improvement.</p>	
<p>What will be the outcomes of achieving this goal? The LMCs will experience a more efficient service and feel that their levy is well invested. Directors / Board Members will be better informed and lead the organisation more effectively.</p>	
<p>What milestones will have taken place by December 2024?</p> <p>August – December 2023</p> <p>Finance – Confirm cash flow and budget formats focusing initially on 2023. Work with Russell and Russell to reframe the management accounts and finance reporting. To prepare the budgets and cash flow for 2024. To agree levy payment for 2024. Confirm investment strategy.</p> <p>IT – To unite all data storage into one location and undertake a major overhaul and review of folders / access requirements.</p> <p>Communication – Establish a new LMC Comms Strategy.</p>	

January – March 2024

Finance – Continue to work with Russell and Russell to refine the finance systems, making them clearer and easier for the board to understand.

To monitor the impact of the investment strategy and update the board.

Test the production of management accounts and boards response.

Document finance procedures and obtain board approval.

IT – To consider board access requirements to store data and develop associated policies.

To review current website and consult on developments for the future.

Quality Management – Create a quality strategy across all of the organisations workstreams.

Communication – Create and implementation plan from the Comms Strategy

April – June 2024

To be confirmed

July – September 2024

To be confirmed

October – December 2024

To be confirmed

What support do you need to achieve this goal?

Effective policies and procedures in place to support the work of the secretariat.

Clear communication from the GPDF Board.

<p>What are the risks of not achieving this goal? The secretariat will not be able to provide the support that the GPDF Board needs. Robust policies and procedures will not be in place. Working practices will suffer.</p>	
<p>What action can be taken to minimise the risks? Regular monitoring from the GPDF Board.</p>	
<p>How will this goal roll forward into the next planning year? Continual work from the secretariat to support the work of the GPDF Board.</p>	
<p>Who has the lead accountability for this goal? Chair of the GPDF Board</p>	<p>Who is responsible for achieving this goal? Head of Secretariat</p>

08	
Goal(s) to be achieved: Stabilising and Rebuilding GPDF	Target date for completion By: December 2024
Which of the organisations strategic pillars of work are met with this goal? To ensure high standards of internal corporate governance through the development of a consistent and transparent organisational infrastructure.	
How was this goal identified? Through the Attend Strategic Review of GPDF	
What will be the outcomes of achieving this goal? This goal will ensure GPDF can develop its foundations to move forward by meeting the following goals designed to move the organisation towards resilience:	
Commitment/Passion	
<ol style="list-style-type: none"> 1. To clarify ‘what GPDF does’ in the simplest of terms. Whether it is simple functioning, or seeking to inspire others towards a vision, it needs to be clear ‘how’ it does it; what gives it a distinctive remit, and why LMCs should allow GPDF to deliver this. Phrases like ‘efficiently’ appear self-evident, but other phrases, such as ‘with compassion’, or ‘respecting our history’ may embrace the essence of the organisation. All need to be captured in its uniqueness. One way of considering this, is how the world would be different if GPDF didn’t exist, or another organisation was doing the work. 2. Once the Board are comfortable with point 1, they need to test the language in different settings, and then test it on LMCs to check how their expression resonates. 3. GPDF then need to rebrand and restructure all their documents, and website, to support what it genuinely is and the new messages. 4. To develop a strong communications strategy based on the messages, including face-to-face, newsletter, and a strategy for Listserv posts. 	

5. GPDF needs to develop its own voice on relevant issues, and not be seen as supporting other national voices that are not within its remit.

Confidence

6. To develop a Board induction plan. To consider a mentorship programme.
7. To develop a process of review for Board members, with associated support activities.
8. To develop a programme of delegated responsibilities for each Board member.
9. To consider and appoint further independent Directors (Board members) to support identified gaps in Board skills and experiences.
10. To pilot and review the current grants programme to establish/evaluate its ongoing contribution to GPDF.

Support Activities

11. To consider what visual image GPDF want LMCs to have of the organisation. To think about how GPDF would like LMCs to perceive the organisation in terms of character/place, as well as permanence and future.
12. To become independent from other organisations in terms of information and hard copy storage.
13. To develop the embryonic IT infrastructure and to improve clarity in storage.
14. To develop Board members greater access to information and documents.
15. To develop email communication and consider giving more team members their own GPDF email.
16. To continue to assign responsibilities in the back-office function and develop roles considering how they might help GPDF fulfil its aims.
17. Have a Business Plan with SMART objectives, which is regularly monitored and reported on to the Board.
18. Ensure the Business Plan is clearly linked to the budgets, and these are clearly tracked and reported to the Board.

- 19. Develop a supporting range of strategies, policies and procedures that the Board feel an affinity to and are regularly reviewed.
- 20. Develop quality frameworks, which review and improve services and systems.
- 21. To continue to develop the operational guides [how the Secretariat do things], which should be available to the Board.

Change and Resilience

- 22. To navigate the current challenges, GPDF will need effective Board leadership at this time. This leadership needs to give a clear direction, with elements of visionary and team-building styles. There may need to be a training budget for the Board corporately, or individually.
- 23. To review the Board election processes to avoid wholesale changes of personnel on an annual basis. For example, with staggered appointment periods.
- 24. To review GPDF's working relationships with LMCs and develop projects, or initiatives, that can build on these.
- 25. To develop a communications strategy, particularly with LMCs.
- 26. To develop the diversity of the Board, potentially through the appointment of Independent Directors.
- 27. All member LMCs should be allocated an elected Board Member as a first point of communication.

What milestones will have taken place by December 2024?

Commitment/Passion:

August – December 2023

- (1) Facilitated session with the Board to explore what the GPDF is, language and how it is described.
To consider future workstreams.
- (5) To consider policies and procedures on speaking out on behalf of GPDF by Board members.

January – March 2024

- (1) Board members to test the language with LMCs.
- (2) Business Plan to be added to, as appropriate.

April – June 2024

(3) and (11) To present rebranding and restructure of documents and website at General Meeting to membership.

July – September 2024

(4) Focused project with Comms consultant and board to develop marketing materials etc.
To work with external consultants to revamp website.

October – December 2024

(5) To launch Comms Strategy.

Confidence:

August – December 2023

- (7) To discuss with Board members what future review might look like.
- (8) Create a programme of delegated responsibilities for Board members.
- (9) To agree, as a Board, on whether it wants to settle or add to its number.
Consider what future recruitment might look like.
- (10) Once agreed at AGM, ensure all new grant enquiries use appropriate forms.

January – March 2024

- (6) To capture learning from new Board members and design an induction programme around that learning for future Board members.
- (7) To consider options/models for review based on discussions.

April – June 2024

(7) Pilot evaluation of board process.

July – September 2024

No milestones.

October – December 2024

No milestones.

Support Activities:

August – December 2023

- (12) To consider IT transfers and reorganization of folders/information to make coherent.
- (15) Board to consider extent of email addresses in organisational footers etc.
- (17) Draft Business Plan to be presented to Board and approve/amend.
- (18) Create budgets for testing language to be used, rebranding and restructuring of documentation and website, and Communications Strategy.
Work with Russell and Russell to produce new management accounting structure to give the Board the information they need.
- (19) Present initial set of policies and procedures, that have been drafted, to Board for approval.

January – March 2024

- (12) To explore volume and nature of information at BMA House.
To document the information.
To discuss hard copy documentation, and its future, with the Board.
- (14) Chair to consider what information GPDF has.
Create hierarchy regarding access to information and give Board appropriate access.
- (16) To consider roles/profile of the secretariat team within GPDF and to implement changes as agreed.
To establish review framework for evaluating secretariat.
- (17) Update Board on progress of targets and reframe as appropriate.
- (18) Update Board on expenditure against budgets.
- (19) Continue to add policies and procedures to ensure they are fit for purpose as the organisation changes.
To present Documents Register to Board on a quarterly basis.
- (20) To create Quality Plan, including schedule of audits, policy review, organisational risk, compliance, conformance, compliments and complaints.

(21) To re-present Operational Guides to Board for information and comment.

April – June 2024

- (12) and (13) To create minute books/statutory records if not located.
- (17) Update Board on progress of targets and reframe as appropriate.
- (18) Update Board on expenditure against budgets.
- (19) Continue to add policies and procedures to ensure they are fit for purpose as the organisation changes.
To present Documents Register to Board on a quarterly basis.

July – September 2024

- (17) Update Board on progress of targets and reframe as appropriate.
- (18) Update Board on expenditure against budgets.
- (19) Continue to add policies and procedures to ensure they are fit for purpose as the organisation changes.
To present Documents Register to Board on a quarterly basis.

October – December 2024

- (17) Update Board on progress of targets and reframe as appropriate.
- (18) Update Board on expenditure against budgets.
- (19) Continue to add policies and procedures to ensure they are fit for purpose as the organisation changes.
To present Documents Register to Board on a quarterly basis.

Change and Resilience:

August – December 2023

- (22) To consider developing a skills matrix of the current Board, what the organisation needs and how to fill gaps.
- (24) and (27) Allocate each LMC to an elected Board member.
- (26) To agree, as a Board, on whether it wants to settle or add to its number.
Consider what future recruitment might look like.

<p>January – March 2024 (23) Board to consider whether there is going to be natural churn or whether we need people to opt for shorter periods of time for some members.</p> <p>April – June 2024 No milestones.</p> <p>July – September 2024 (25) Focused project with Comms consultant and board to develop marketing materials etc. To work with external consultants to revamp website.</p> <p>October – December 2024 No milestones.</p>	
<p>What support do you need to achieve this goal? Support from Secretariat to develop new frameworks, policies and structures. Assistance from Russell and Russell to produce new management accounting structure.</p>	
<p>What are the risks of not achieving this goal? GPDF will not develop appropriately and will not be able to support LMCs in the best way.</p>	
<p>What action can be taken to minimise the risks? Board and Secretariat need to ensure they follow the calendar of milestones in order to achieve the desired progress.</p>	
<p>How will this goal roll forward into the next planning year? Continual work from the secretariat to support the work of the GPDF Board.</p>	
<p>Who has the lead accountability for this goal? Chair of the GPDF Board</p>	<p>Who is responsible for achieving this goal? Head of Secretariat</p>