

# Business Plan

## 2024-25

**Directorate:** Voluntary Action Leicestershire (VAL)

**Approved by:** Healthwatch Leicester and Healthwatch Leicestershire, Health Advisory Board

**Date:** April 2024

(Working document)

## Foreword

Healthwatch Leicester and Healthwatch Leicestershire are delighted to present the Business Plan for 2024–2025, which continues the momentum from the previous year and aligns closely with our strategic objectives and vision. We will continue to put people at the heart of decision making for Health and Social Care Services by aligning and working closely with our host organisation, Voluntary Action LeicesterShire to find innovative ways to engage and listen to the views and experiences of our local communities both urban and rural. This is a working document and will continue to be developed taking into account public feedback, intelligence, system changes, etc throughout the year.

In the past year, we have successfully pursued this goal and will now concentrate on a more precise outreach strategy, engaging with a variety of communities to address the most relevant priorities. Our focus remains on influencing health and social care services by our statutory responsibilities. Building on 10 years of Healthwatch we want to look at the three areas that people and communities have highlighted to us that matter most to them.

**GP Access** – Our data for 2023/24 indicates that GP access is the number one concern for individuals across Leicester and Leicestershire.

**Dentistry** – People continue to report struggles in accessing NHS dental care. Our feedback highlights availability and affordability as key issues.

**Young people’s mental health** – Long waiting times for referrals and diagnosis are key issues shared with us alongside accessing support services.

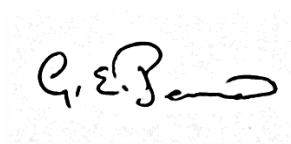
In 2023/24 we demonstrated ways in which the public voice can improve services but how we continue to hold services to account and make a difference is an ongoing challenge. In 2024/25 we will focus on the public priorities and continue to raise our profile. We will work closely with the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector and Commercial sector to hear their voice, pool resources to support prevention and offer insights to our NHS and Social Care partners.

We will strengthen our Enter and View programme by recruiting more volunteers and reaching more providers than the previous year – building on this already successful service.

Together we will strive for excellence and we hope that you will support us in this, thank you for your continued trust in Healthwatch Leicester and Healthwatch Leicestershire.



Harsha Kotecha  
Healthwatch Chair



Gemma Barrow  
Healthwatch Manager



Hardip Chohan  
Head of Operations and Services  
Voluntary Action LeicesterShire

## About us

Healthwatch Leicester and Healthwatch Leicestershire is your local health and social care champion. From Belgrave to Belvoir and everywhere in between, we make sure NHS leaders and other decision-makers hear your voice and use your feedback to improve services.

Our main purpose is to engage with people and collate their experiences in accessing health and social care. We ensure that peoples' experiences are fed back to service providers and decision-makers to improve services.

## Our mission

To ensure people's experiences help improve health and care in Leicester City and Leicestershire.

To bring closer the day when everyone gets the care they need.

## Our vision

To make sure that people's experiences help make health and care better.

## Our shared values

- **Equity:** Embracing inclusivity and compassion, establishing profound connections with the communities we serve, and empowering them.
- **Collaboration:** Nurturing both internal and external relationships, fostering transparent communication, and partnering to amplify our impact.
- **Independence:** Championing the public's agenda, serving as purposeful and critical allies to decision-makers.
- **Truth:** Operating with unyielding integrity and honesty, fearlessly advocating truth to those in power.
- **Impact:** Pursuing ambitious endeavours to effect meaningful change for individuals and communities while remaining accountable and holding others accountable.

## Our objectives

- To build a sustainable local Healthwatch service in Leicester and Leicestershire.
- Understanding what matters most to local people.
- Developing and sharing evidence based local intelligence.
- To seek the views of ethnic communities and reduce the barriers they face.
- To act on what we hear to improve health and care policy and practice.
- To be strong, well-governed and use our resources for the greatest impact.

## Healthwatch Leicester and Healthwatch Leicestershire Business Plan Summary

Strategic Aims	Top Line Deliverables 2024-25	KPI	By when
<p><b>Aim 1</b></p> <p><b>Involve</b></p>	<p><b>Understand what matters most to local people. Involve everyone, reaching out to diverse communities by embracing equality and diversity in all our work</b></p> <ul style="list-style-type: none"> <li>• We will ensure awareness and involvement across Leicester City and Leicestershire.</li> <li>• People sharing their experiences of Health and Social Care</li> <li>• People engaged through our website</li> <li>• People engaged with us through social media</li> <li>• Number of people that received advice and information</li> </ul> <ul style="list-style-type: none"> <li>• Build on our links with the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector.</li> <li>• Continue to work on the Healthwatch England Quality framework and complete a 360 assessment involving all stakeholders.</li> <li>• We will engage with diverse communities, coordinating an outreach #SpeakUp campaign with a dual focus on place and specific interest groups.</li> <li>• Utilise community-based hubs to hold outreach sessions and volunteer drop-in events</li> <li>• Hold an annual public event</li> <li>• Embed Equality Diversity &amp; Inclusion across all aspects of our organisation, especially involving those that don't have their voices heard.</li> <li>• Continue to explore the experiences of specific groups in accessing health and social care and establish if communication with these groups is effective.</li> <li>• Involve our Youthwatch in activities and develop their input. Seek to have a Youthwatch member on the board to amplify the voice of young people.</li> </ul>	<p>4740</p> <p>17979</p> <p>4632</p> <p>460</p>	<p><b>March 2025</b></p> <p><b>March 2025</b></p> <p><b>March 2025</b></p> <p><b>March 2025</b></p> <p><b>March 2025</b></p> <p><b>June 2024</b></p> <p><b>October 2024</b></p> <p><b>April 2024 –</b></p> <p><b>December 2025</b></p> <p><b>May 2024 –</b></p> <p><b>March 2025</b></p>
<p><b>Aim 2</b></p> <p><b>Develop</b></p>	<p><b>Develop and share evidence-based local intelligence</b></p> <ul style="list-style-type: none"> <li>• To seek the views of people whose experiences aren't being heard and reduce the barriers they face</li> <li>• We will deliver both virtual and in person events that are easy to access.</li> </ul>	<p>Hold eight #SpeakUp events in the city and county</p>	<p><b>July 2024</b></p> <p><b>September 2024</b></p> <p><b>January 2025</b></p>

	<ul style="list-style-type: none"> <li>We will present reports and data on trends, priorities and impact.</li> <li>We will ensure our Enter &amp; View programme reflects local intelligence and visits are made to health services, care homes and GP Practices.</li> </ul>	<p>New reports will be uploaded within 14 days of publication</p> <p>3 x E&amp;V visits completed per month</p>	<p><b>March 2025</b></p> <p><b>Ongoing</b></p> <p><b>From April 2024</b></p>
<p><b>Aim 3</b></p> <p><b>Influence</b></p>	<p><b>Influence those with the power to change service design and delivery</b></p> <ul style="list-style-type: none"> <li>Act on what we hear to improve health and care policy and drive change.</li> <li>We will seek to share local insight and intelligence with relevant Boards and Committees.</li> <li>Develop partnership working and we will look at system priorities to help inform our priorities to ensure that they are joined up. Aligning with the HWBBs.</li> <li>Ensure that health and social care users have a choice and that their needs and experiences of services are being heard. To advocate for change and improvement where evidence indicates it is needed.</li> <li>We will report on the diversity of our staff and committee.</li> <li>Continually assess our effectiveness (Healthwatch England Impact Programme).</li> <li>We will Enter &amp; View services and share our observations with key stakeholders to improve services.</li> </ul>	<p>6 public-facing Board meetings to be held across the year</p> <p>Attend 100% of HWBB meetings and agenda reports at meetings.</p> <p>Attend 80% of HOSC (5 county, 6 city and 3 joint) meetings.</p> <p>Informal meetings with HWBB chairs/ members – bi-monthly.</p> <p>Regular meetings with ICB and LA directors.</p> <p>360 stakeholder Survey</p> <p>80% of staff complete the staff survey</p> <p>100% of staff have regular 1:1 and development plans.</p>	<p><b>From April 2024</b></p> <p><b>From April 2024</b></p> <p><b>Ongoing</b></p> <p><b>From April 2024</b></p>
<p><b>Aim 4</b></p> <p><b>Partner</b></p>	<p><b>We will partner with local health and care services and the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector to make care better whilst retaining our independence</b></p> <ul style="list-style-type: none"> <li>Regular collaborative networking and have an active role with Health and Social Care partners.</li> <li>Collaborate with the VCFSE sector to reach our diverse and rural communities.</li> <li>To build on and share our expertise in engagement.</li> <li>Networking and collaboration with Healthwatch Rutland and neighbouring Healthwatch.</li> <li>Participation in Healthwatch England initiatives.</li> <li>Enhanced regular involvement with HWBB Chairs and elected members.</li> <li>To build on our signposting service to ensure we are providing relevant information.</li> </ul>	<p>Attend 70% of ICB Board meetings.</p> <p>Attend 80% of LLR Safeguarding Adults Board meetings.</p> <p>Increase by 10% active participation</p> <p>Increase by 10% per year</p> <p>Bi-monthly informal</p>	<p><b>From April 2024</b></p> <p><b>From April 2024</b></p> <p><b>Ongoing</b></p>



# 2024-25 Healthwatch Leicester and Healthwatch Leicestershire plan

## Deliverables

### Aim 1: Involve

Understand what matters most to local people. We want more people to get the information they need to take control of their health and care, make informed decisions and shape the services that support them.

Understand				
Objectives	Deliverables	Outcomes/ benefits	Lead Officers	Due date
<b>1.1 Listening and supporting you to have your say</b>	Summer Tour Community Network – build our links with the VCFSE Sector #SpeakUp events Young Healthwatch – ‘Youthwatch’ Community networking sessions Engagement focus groups: virtual and in person.	Increase in the number of people sharing their experiences.  More people sharing their views to increase our evidence base to influence the quality of H&SC planning and delivery of services.		
<b>1.2 Increase visibility</b>	We will deliver specific evidence-based engagement activity across Leicestershire that identifies rural access, experience and awareness of H&SC.  New publicity campaign across Leicester and Leicestershire. Looking for opportunities to reach diverse and rural communities.	Increase our evidence base and gather a wide range of experiences that feed into our priorities and wider work.  More people are aware of local Healthwatch and the benefits of sharing their experiences.  Strengthening the public voice by engaging with communities and ensuring that people are being engaged		

		and heard. HWLL is visible, recognised and accessible to the general public.		
<b>1.3 People engaged through our website and social media</b>	People have opportunities to engage with us online through web forms, quick polls and interactive sessions.	The public is better informed. Greater awareness/ understanding and choice.		
	We will see a 10% increase in the number of people sharing their views with HWLL.	We will have greater insight into the public views of health and social care which we will feed back to providers to inform the design, delivery and improvement of services and policy.		
	We will strengthen our communication channels so that they are accessible to all communities.	Local communities are able to engage with us and their voice is heard.		
<b>1.4 People will receive relevant advice, signposting and information</b>	Dedicated email and telephone signposting service.  Ensure the website contains up-to-date information and a signposting directory.	All enquiries will be actioned within 72 hours and the public will be confident in the information they receive.		
	Develop an effective signposting service and ensure that people are aware of the services available. We want everyone who shares experiences or seeks advice from us to get a high-quality service and to understand the difference their views make.	Awareness of local information, advice and support services is increased through HWLL's engagement with local people.		
<b>1.5 Including everyone in the conversation</b>	We will develop better dialogue and understanding with our stakeholders to raise their awareness of the role of Healthwatch as a public champion.	HWLL is valued by Health and care providers as a critical friend and a means to improve services.		

	<p>Have representation at key stakeholder meetings.</p> <p>This will enable a shared understanding of effectiveness between ourselves, providers and commissioners.</p>	<p>HWLL representatives will be valued public advocates at all key strategic fora.</p>		
<b>1.6 Community priorities</b>	<p>Our priorities are GP Access, Young People and Dentistry. We will conduct activities and engage with the public in these areas to share with service providers.</p> <p>Our aim is to listen and explore how people in different communities are accessing their health care and what that experience has been like for them.</p>	<p>In-depth insights collected with evidence to make recommendations to influence service changes.</p>		
<b>1.7 Establish better links with the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector.</b>	<p>Establish better links across the VCFSE and community sector, commercial sector and Charities via health-focused networks and awareness-raising campaigns.</p>	<p>Better links will help communication, networking and partnerships whilst generating trust and rapport. This will lead to better distribution and reach into local communities, especially across the County.</p>		
<b>1.8 Engage with diverse communities, rural communities and coordinate an outreach campaign with a dual focus on place and specific interest groups.</b>	<p>HWLL seeks to engage with local communities.</p> <p>Develop a programme of events across the city and county to listen to the views of local people. Ensuring that the events engage and include communities.</p>	<p>HWLL has a substantial 'reach' into local communities.</p>		



<b>1.9 Continue to work on the Healthwatch England Quality framework and complete a 360-assessment involving all stakeholders.</b>	Fully align our planning to the Healthwatch England Quality Framework.	HWLL is linked to national best practices.  We will have much greater clarity on the impact we are having and a better understanding of quality performance indicators.		
<b>1.10 Utilise community-based hubs to hold outreach sessions and volunteer drop-in events pop-up stands</b>	Hold pop-up stands in community venues including local libraries, GP Practices, schools and colleges, dental practices and hospitals (aligned with our priorities).  Align events with the VCFSE Sector.  Involve our volunteers in a variety of activities and research.	Enables people to share their experiences and ideas for improvements to services.		
<b>1.11 Embed Equality Diversity &amp; Inclusion across all aspects of our organisation, especially involving those that don't have their voices heard.</b>	Our approach is to embed equality diversity and inclusion across all aspects of the organisation.  Ensure that all policies, practices, events and decision-making processes are fair and do not present barriers to participation or disadvantage any protected groups from participation.  Keep up-to-date with the law and review	Hold engagement and collaborative sessions with communities and service providers to act upon the experiences of service users.  All members of staff, our volunteers and people that we engage with can actively participate in Healthwatch.  Reflect equality, respect and dignity for all in the organisation's values and ensure		

	policies through checks, audits and consultation.	these are shown in the way the organisation and its employees operate daily.		
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## Aim 2: Develop

Develop and share evidence-based local intelligence.

Develop				
Objectives	Deliverables	Outcomes/benefits	Lead Officer	Due date
<b>2.1 To seek the views of people who aren't being listened to and reduce the barriers they face</b>	Through our priority and targeted engagement and work plan we will listen to people and report on equality and diversity issues.	Through targeted involvement of different communities, we will better understand through people's participation, insight and experiences any gaps or issues from a health and care perspective that remain access barriers.		
<b>2.2 We will develop online and face-to-face forums that are easy to access.</b>	We will connect with local people and encourage them to share their feedback.  We will hold #SpeakUp events to engage local people.	People will have the opportunity to share their views and be engaged with local issues.		Ongoing
<b>2.3 We will publish reports on our priority areas.</b>	We will publish reports on our priority areas. We will focus on the outcomes and outputs from the engagement activity. Working to create lasting impact.	Our reports will influence service design and planning based on findings from consultation and reports informed by public feedback and evidence.		

		Clear service improvement linked to Healthwatch recommendations.		
	We will continually review our approach to research taking into consideration a broader range of innovative technologies and a wider range of consultation tools.	Adopting a best practice approach from surveys to dialogue and focus groups to engage more people. To generate better-sustained participation and quality of information.		Ongoing
<b>2.4 We will ensure our Enter &amp; View programme is reflective of local intelligence and we will visit services, care homes and GP Practices.</b>	<p>The Enter &amp; View programme will consist of primary care service visits, visits to service providers including LPT, UHL and visits to care homes.</p> <p>We will aim to visit a minimum of three services per month and will use the technology available to reach more people.</p> <p>Ensure the volunteer's relevant training is in place and refresher training is provided.</p> <p>Continue with our volunteer recruitment programme.</p>	<p>HWLL produces clear evidence-based analysis of issues and makes realistic recommendations.</p> <p>Establish a programme of services to visit across the year.</p> <p>The volunteer team reflects our diverse communities of place and of interest.</p>		

### Aim 3: Influence

Influence those with the power to change service design and delivery.

Influence				
Objectives	Deliverables	Outcomes/benefits	Lead Officer	Due date
<p><b>3.1 Act on what we hear to improve health and care policy and drive change.</b></p>	<p>Hold an annual Healthwatch Leicester and Healthwatch Leicestershire service user survey.</p> <p>Advocating for our stakeholders ensuring that we are representing the views of local people at HWBB and relevant meetings.</p> <p>Present data and intelligence</p> <p>Active participation in key meetings</p>	<p>To identify peoples' experience of Healthwatch and our effectiveness in championing their voice.</p> <p>Working with service providers, we will see changes made to services, responses to our findings with actions identified and measurable improvements made.</p>		
<p><b>3.2 Have representatives on relevant Boards and Committees.</b></p>	<p>Ensure our Health Advisory Board represents the people's voice and operates within agreed criteria.</p> <p>Representatives attend key meetings in the city and county including HWBBs, HOSCs etc. Regular feedback/updates are given to the Boards to highlight the work we are doing, outcomes and next steps.</p>	<p>HAB members have appropriate training and comply with VAL and Healthwatch policies and procedures.</p> <p>Aim to increase the number of HAB members and representation.</p> <p>Good working relationships across the system. HWLL is seen as a credible organisation providing public insights and patient feedback.</p>		

<p><b>3.3 Ensure that social care users have a choice and that their needs and experiences of services are being heard</b></p>	<p>Share concerns and feedback with social care leads.</p> <p>Regularly attend information-sharing meetings to cascade experiences from social care users.</p>	<p>Ensure social care users have their voices heard.</p>		
<p><b>3.4 We will have an effective, supported and representative staffing and volunteer resource.</b></p>	<p>We will report on the diversity of our staff team and Health Advisory Board and will plan to improve any areas of underrepresentation.</p> <p>We will be proactive in supporting anyone who requires reasonable adjustment in relation to EDI.</p> <p>Staff training needs to be identified and a development plan put in place.</p> <p>100% of staff will have regular 1:1's and staff development plans in place</p> <p>Volunteers' training needs are identified and a development plan is put in place.</p> <p>VAL is an accredited volunteer centre and</p>	<p>Equality Diversity and Inclusion remain an important and ongoing area for Healthwatch Leicester and Healthwatch Leicestershire.</p> <p>This is especially important to maintain access to information as well as services and opportunities for all.</p> <p>Our business plan and strategic aims will be maintained and progressed by ensuring our staff as well as volunteers benefit from training and development opportunities.</p> <p>Staff will be able to share insights and concerns, improve productivity, keep track of objectives and discuss any personal developments or training needs</p> <p>Broaden the number of volunteers and range of volunteering opportunities ensuring our volunteers reflect the demographic makeup across the City</p>		

	we will utilise support from within the organisation.	and County.  Make use of the VAL volunteering website.		
<b>3.5 Continually assess our effectiveness (Healthwatch England Impact Programme).</b>	Utilise the Healthwatch England Impact programme and toolkit.	To enable us to consider how likely we can achieve positive changes by applying the theory of change to Healthwatch projects.  Enabling the team to identify anything we might do differently to maximise the likelihood of success and make the best use of our resources.		

#### Aim 4: Partner

We will partner with local health and care services and the voluntary and community sector to make care better whilst retaining our independence.

Partner				
Objectives	Deliverables	Outcomes/benefits	Lead Officer	Due date
<b>4.1 Regular collaborative networking and joint work with Health and Social Care partners.</b>	Ensure Healthwatch Leicester and Healthwatch Leicestershire are involved and that people's voice is heard and acted upon.	HWLL is a valued partner in the Integrated Care System (ICS).		Ongoing

<b>4.2 Collaborate with the VCFSE sector to reach our diverse and rural communities.</b>	We will partner with VCFSE and community sectors, commercial sector, charities, and academia as well as public sector organisations to enhance meaningful and sustainable co-production (community involvement).	We will ensure services encourage more people to share their views and be involved as part of the Integrated Care Systems model (ICS).		
<b>4.3 To build on and share our expertise in engagement.</b>	<p>We will continue to listen to people to capture their experiences and how they access health and care services. We will engage with people within the following groups:</p> <ul style="list-style-type: none"> <li>• Deaf community</li> <li>• Men's community</li> <li>• Maternity service users</li> </ul>	<p>Establish local focus groups, engagement events, workshops and engage with existing community-based groups.</p> <p>Produce insight reports for each cohort. Identify any themes and trends.</p> <p>Share findings with relevant providers and explore any opportunities for making a difference from the issues raised by communities.</p>		
<b>4.4 Networking and collaboration with Healthwatch Rutland and neighbouring Healthwatch.</b>	We will work collaboratively with other Healthwatch local providers, Healthwatch England and local authorities to identify meaningful interventions, especially focussed on social care and mental health.	Shared resources and knowledge. Collaborative working may lead to bigger impacts – local and national policy changes and improvements to services.		
<b>4.5 Participation in Healthwatch England initiatives.</b>	We will actively engage with HWE online activities, meetings, consultations and workplace.	Greater understanding of HW and being informed of developments and changes in health and care services.		

	All staff members and HAB volunteers will have access to HWE resources and support.	Benefits of being involved in the wider network to help enhance knowledge and skills.		
<b>4.6 Enhanced regular involvement with HWBB Chairs and elected members.</b>	<p>Chair and HW Manager will have quarterly meetings with HWBB chairs.</p> <p>HAB members will link with elected members across the city and county.</p> <p>We will be involved in HWBB activities and initiatives.</p>	<p>Open communication channels – regular dialogue, working together and partnership working.</p> <p>Building local community connections.</p> <p>Increased visibility with the city and county. Understand the issues that matter most to communities.</p>		



## Section 2: Budget

Budget 2024/25	Amount (£)
Total Pay	299,428 (check figure)
Total Non-Pay	0
<b>Total Healthwatch Leicester and Healthwatch Leicestershire Annual Budget</b>	<b>299,428</b>

## Section 3: Work plan

<b>#SpeakUp themed events</b>	<b>Gathering intelligence from communities</b>
<p>Access to GPs          Access to dentists          Young People’s Mental Health          Young People – SEND services          Maternity Services          NHS complaints          Pharmacy First</p>	<p><b>City Priority</b> – Engagement with ethnic communities to ensure their voice is heard. Targeted engagement with communities we never hear from e.g. Sikh, Chinese, Eastern European and Black African. Link to Street Life activities: e.g. Narborough Road, Belgrave Road and East Park Road.</p> <p><b>County Priority</b> – Rural isolation. Targeted engagement with employment hub areas and build project areas, and joining in with the Rural Community Council (RCC) as part of the summer tour.</p> <ul style="list-style-type: none"> <li>- Ibstock, Hinckley and Bosworth, Sileby, Thurmaston, Measham, Markfield, Ratby, Bagworth, Nailstone,</li> </ul>
<b>Partnership engagement</b>	<b>Pop-Up events</b>
<p>Supported Living (Apr-Aug)          Deaf community – 10 years on (Apr-Sept)          Men’s community – improving local services (Oct-Mar)          Maternity Services – (Oct-Mar)</p>	<p>GP Practices          Dental Practices          Schools, colleges, universities          World Mental Health Day activities</p>
<b>Volunteers</b>	<b>Surveys</b>
<p>Volunteers week activities          3 x Away Days (HAB &amp; Volunteers)          Youthwatch activities</p>	<p>‘What matters most’ – priority planning and reflections from communities          360 stakeholder survey</p>
<b>Activities</b>	<b>Core work</b>
<p>Community Network          Quarterly newsletter          Social media and communications          New publicity campaign</p>	<p>Enter &amp; View visits          Information and Signposting service          Stakeholder engagement and management          Board meetings and representation          Governance          Training</p>