



# Business Plan Report Quarter 3

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## Outcome Measures

Healthwatch Rochdale will make a positive contribution to the successful local achievement of outcomes set out in national frameworks for the NHS, primary care, adult social care, and public health. Particular attention will be paid to:

Outcome measure	Description
1	Improved patient and user experience
2	Improved communication
3	Improved satisfaction with health in local area
4	Greater patient and public involvement in health and social care
5	Strong relationships with commissioners, the Health & Wellbeing Board and the Health and Social Care Overview and Scrutiny Committee
6	Improved access to services
7	Improve people's understanding of their rights (consumer champion) and taking a human rights-based approach to championing their rights
8	High public awareness/profile of Healthwatch
9	Good image/trust of Healthwatch with the public

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Achieved.  
Valid Until  
April 2024



## Strategic Objectives:

1. Seeking people's views on their experience of needing or using health and social care services.
2. Seeking the views of people whose voices and views are not always heard and reduce the multiple barriers that some people face in being heard, we will then use their views to bring about change.
3. Acting on what we hear to bring about improvements to health and social care policy and delivery.
4. Continue to deliver a strong and well governed organisation that uses its resources for greatest impact.

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Objective 1 - Seeking people's views on their experience of needing or using health and social care services.								
Area of Work	Deliverable	Action	Outcome measures	Deliver Time	Completion time	RAG Rating	Owner	Reporting Update
Gathering service user feedback	Community engagement feedback action plan	Develop and implement a plan to engage with residents and professional to raise awareness of Healthwatch Rochdale	8	May 2024	March 2025		NB	Engagement plan in place and currently going well, engaged with over 15 different organisations in quarter 1.
	Youthwatch & Healthwatch 100	Run quarterly surveys to gather feedback and insight on key issues	1,3,4,6,8	May 2023	March 2024		NB & MA	stood down
	Feedback Friday	Arrange methods for gaining positive feedback (including potential campaigns) to	2,8,9	April 2024	March 2025		NB	Inline with engagement and communications plan, weekly positive feedback Fridays live,

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		ensure we are gathering all aspects of resident's feedback (to supplement feedback methods currently in place).						ongoing positive news shared with local providers.
	To develop and implement and Information, advice, and signposting plan of engagement	Provide an advice and information service to the public to ensure more people will be helped to get the right information and advice and gather residents views, opinions and experience of health and social care services	2,6.7	April 2024	March 2025		NB	New online IAS now established and embedded into the engagement offer. On average 2-3 people per work use this service.

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	<p>To maintain the Advisory Group and ensure the feedback from lived experiences of local residents accessing NHS and/or social care services informs and shapes the work of Healthwatch Rochdale.</p>	<p>Continue to ensure that the feedback and data regarding the experiences of Rochdale residents are analysed and reviewed and the Advisory Group highlight the key issues for escalation and further attention are communicated to the Board.</p>	<p>1,2,3,6</p>	<p>April 2024</p>	<p>March 2025</p>		<p>KJ</p>	<p>Advisory group stood down, restarting December 2024. Volunteers have been kept busy with E&amp;V visits.</p>
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	To determine the priorities for the more in-depth work to be undertaken by Healthwatch, which is to be informed by the data analysis, escalations from the Advisory Group and careful consideration of the seldom heard 'groups' and Engagement Plan	Following the decision making by the Board on the key issues for specific in-depth work; develop and establish the key projects for further investigation, broader consultation in order to determine the recommendations on the way forward.	1,2,3,6	April 2024	March 2025		KJ	Reports feed into to relevant systems and data helps HWR determine future working areas.
Enter and View	To ensure the Enter and View visits are fully integrated into	Ensure that an annual plan of Enter and View	1,2,3,6,8	April 2024	March 2025		KJ and MA	4 care home visits completed plus revisits on

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	the organisational structure and processes are in place to ensure that gathered data is effectively used to improve health and social care in Heywood, Middleton, and Rochdale.	<p>Visits are established and implemented in line with the HWR policy to make observations and collect views and produce reports with recommendations for implementation.</p> <p>To participate in relevant joint Enter &amp; View Visits in line with the GM Network agreed protocol</p>	1.2.3.6.8	April 2024	March 2024		KJ	Maternity & Urgent care centre
Objective 2 - Seeking the views of people whose voices and views are not always heard and reduce the multiple barriers that some people face in being heard, we will then use their views to bring about change.								
Area of Work	Deliverable	Action	Outcome measures	Deliver Time	Completion time	RAG Rating	Owner	

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Engagement and Information Sharing	Seldom Heard Engagement Plan	Develop and implement a plan to engage with residents and awareness of Healthwatch Rochdale, which takes into account the engagement of the seldom heard residents of Rochdale.	8	May 2024	March 2025		NB	Limited engagement in quarter 2 due to recruitment drive for Community engagement project worker role.
	Partnership Engagement Plan	Develop and implement Partnership plan to engage with the less heard voices in the borough	4,8	April 2024	March 2025		NB	Limited engagement in quarter 3 due to recruitment drive for Community engagement project worker role.
	Information Campaign	Provide information in various formats	4,8,9	July 2024	Oct 2025		NB	#Togetherrochdale meeting currently stood down due to

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		across the borough and on our website through the #TogetherRochdale platform						limited attendance from stakeholders. Public health and or RBSB currently looking to take this meeting over and build on the work HWR have done. Monthly ebulletins completed inline with workplan.
Objective 3- Acting on what we hear to bring about improvements to health and social care policy and delivery.								
Area of Work	Deliverable	Action	Outcome measures	Deliver Time	Completion time	RAG Rating	Owner	
Governance	To remain transparent and deliver our board meetings live and in public via our YouTube Channel.	Hold quarterly public board meetings will be arranged with the opportunity for public questions at the beginning of the meeting	4,8,9	April 2024	March 2025		KJ	On track, although quarter 3 board meeting later than expected
Reporting	To ensure our data intelligence is	Quarterly Locality reports to be	4,5,6	April 2024	March 2025		KJ	Ongoing reporting completed inline

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	shared with the local integrated system and the relevant Greater Manchester ISC meeting forums.	prepared and delivered at the Locality Board (and at GM ISC level, where required) as well as ongoing data sharing through refreshed agreements						with annual plan. Quarterly quality report shared with HW in GM.  PCCC assurance report completed.  HMR Locality board report completed
Impact	To track and share the impact that HW is making to ensure there is wider understanding and greater clarity on the impact we are having at a local level. (N.B. This will also help us to have greater influence).	Continue to develop tracking and reporting the impact Healthwatch is making, utilising a range of information gathering tools such as our impact tracker and 'making a difference tool kit'. To share this	1	April 2024	March 2025		KJ	Impact tracker established and managed operational, assurances of impact provided in board presentation

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		information more widely in the community and through our Health and Social Care networks.						
	To continue to deliver on the outcome of Healthwatch England Quality Framework self-assessment.	Have a shared understanding of Healthwatch Rochdale's effectiveness between providers, commissioners and Healthwatch England	2	April 2024	March 2025		KJ	Ongoing delivery of the HWE quality framework is embedded in our operational planning both locally and with HW in GM.
	To conduct a 360 review with residents and professionals within Rochdale to gather feedback on the performance of Healthwatch	Conduct a 360 review with residents and professionals and produce a report to inform the board of the findings with an	4,6	April 2024	March 2025		KJ	Complete  Published on our website

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	Rochdale to support the organisations long-term development.	action plan for key improvement areas (and incorporate any relevant actions into the external business plan where and when relevant).						
Volunteers	To continue to recruit and develop volunteers within the organisation.	Utilise a range of recruitment methods to increase our current volunteer base by 10%,  individual and group supervision sessions will be conducted with all volunteer's dependent on role.	4  4	April 2024  April 2024	March 2025  March 2025		NB  NB	Ongoing recruitment campaigns live for volunteers, in Quarter 3 we have recruited 5 new volunteers into the organisation.

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		Encourage participation in /and ensure appropriate access to induction and ongoing relevant training is available to all HW volunteers.	4	April 2024	March 2025		NB	
Communications	To produce a monthly #TogetherRochdale e-bulletin informing the work of partner organisation and Healthwatch Rochdale	Continue to produce a monthly e-bulletin which will be available in a digital format and through our social media channels as well as an audio file	2,8	April 2024	March 2025		KJ	Completed  Three ebulletin's completed in quarter 3
	To produce a quarterly newsletter informing the work	Produce a quarterly newsletter which will be available in	2,8	April 2024	March 2025		KJ, with support of NB and MA	Newsletters completed inline with workplan

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	of Healthwatch Rochdale	both a digital, hard copy format and audio.						
	To produce Healthwatch Rochdale's annual report	Produce an annual report which will be made available on our website and in paper format.	2,8	April 2024	June 2025		KJ, with support of NB and MA	Annual report completed and approved at July public board meeting.
	To share developments and publicise the work of HW through our website and social media.	Provide up to date information and publicise the work of HW through reports and press articles on our website and share through our social media. We will provide an online	2,8	April 2024	March 2025		KJ	Ongoing website development and updates.  Social media plan completed for quarter 3

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		response form to support sharing views digitally.						
Influencing	To attend all required statutory meeting within the Rochdale health and care system.	Ensure there is appropriate representation at the Health and Wellbeing Board, Overview and Scrutiny Committee and locality board meetings.	5	April 2024	March 2025		KJ	Meetings attended inline with HWR's plan
	To ensure the voice of the patient is embedded in the ICS decision making at both ICS system level and place level.	To be engaged in, and contribute to the developments of the Integrated Care System within Rochdale and Greater Manchester	5	April 2024	March 2025		KJ	Impact made in several local meetings where our data intelligence has been feed in

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	To ensure relevant representation for, and contribution to the work, of the HWGM Network	Ensure relevant representation at HWGM Network meetings and contribute to the development, governance and annual work priorities identified.	1,2,3,4,6,7	April 2024	March 2025		KJ	CEO & Chair attended and contributed to the ongoing development of HW in GM.
Objective 4 - Continue to deliver a strong and well governed organisation that uses its resources for greatest impact.								
Area of Work	Deliverable	Action	Outcome measures	Deliver Time	Completion time	RAG Rating	Owner	
Performance	To undertake an annual staff survey in order to evaluate and contribute to improving staff morale, ensure open lines of communications and make	Aim to have 100% of staff complete a staff survey and utilise the views collected to inform any changes to enhance and improve the work	9	Feb 2025	Feb 2026		KJ	Due Feb 25  FREDDIE accreditation rewarded

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	managers aware of any problems.	environment and staff morale.						
	Utilise regular 1:1's, annual appraisals and staff development sessions to share insights and concerns, improve productivity, keep track of objectives, and discuss any personal developments or training needs.	100% of staff will have regular 1:1's, annual appraisals, and staff development plans in place.	9	April 2024	March 2025		KJ	Ongoing 121's sessions completed, annual appraisals are booked in for quarter 4
	To fully spend the HW grant on the business of the organisation. To utilise the records of expenditure to confirm HW Rochdale have	Fully spend the HW grant allocation on the approved staffing and business of the organisation, (whilst maintaining a	9	April 2024	March 2025		KJ	Spending inline with budget, reported monthly through our sub-committee meeting.

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	effectively utilised the available resources to achieve the objectives of the organisation and contribute to making the case for an increased budget in the following year.	reasonable reserve to cover emergencies and unexpected eventualities).						
The Board	Committee members are compliant and operating within governance rules, guidelines and good practice arrangements.	Board members regularly review all relevant governance policies and procedures and ensure they are effectively implemented within the organisation.	9	April 2024	March 2025		KJ	<p>Board development session booked for quarter 4</p> <p>Board appraisal due by quarter 4</p>

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		Ensure annual Board member Appraisals, and Skills audit take place and that there are appropriate training and development opportunities provided (or accessed) as and when needed.	9	April 2024	March 2025		KJ	
Business Independence Status	To ensure effective transition of the HW organisation from being an independent company to full Charitable status.	To complete the development of the organisation to be business ready to move towards Charitable status, with the support of the independent advisers.	9	April 2024	July 2025		KJ	Application is currently sat with charity commission and should be completed for the end of quarter 4

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	Commitment to ensure that the work of the organisation is strengthened by investigating and applying for suitable income generation opportunities to complement the Healthwatch work.	Investigate and apply for suitable income opportunities to complement and add value to the work and impact of the organisation.	9	April 2024	March 2025		KJ	Limited income generation in quarter 3 due to change over of organisational status.
Learning and development for staff training	To benefit from an accomplished and skilled organisation which will enable us to deliver our business plan and strategic objectives, ensure there is an effective training and development programme plan in place and enacted.	Individual staff training and development needs will be identified and a plan for development be put in place for both the individual staff members and the team; by developing and	9	April 2024	March 2025		KJ	Annual training matrix fulfilled in quarter 3

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		supporting access to individual and group training opportunities for the operational team.						
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