

Work Plan 2026-2027

Healthwatch Cornwall Work Plan 2026–2027

Organisational Overview & Delivery Workplan

This document provides an overview of Healthwatch Cornwall’s strategic priorities, statutory functions, and delivery activity for 2026–2027.

Healthwatch Cornwall will deliver its work through a structured, intelligence-led model that ensures the voices of residents are:

Captured → Analysed → Influenced → Acted upon → Tracked

This is underpinned by our *Golden Thread*:

Voice → Evidence → Influence → Change → Impact

This Work Plan sets out how that model will be applied consistently across all areas of delivery.

Our Strategic Intent for 2026–2027

Our focus remains on delivering meaningful, measurable impact through:

Maximising Impact

Using structured insight and evidence to drive system change.

Delivering for the People of Cornwall

Ensuring our work reflects real experiences, particularly those facing barriers.

Organisational Effectiveness

Strengthening systems, data quality, and delivery discipline.

Our Delivery Model (GOLDEN THREAD IN PRACTICE)

Voice

- Listening Hubs
- Engagement activity
- Partnership Boards
- Surveys (standardised + themed)
- Casework and CRM

Evidence

- Thematic analysis
- Data quality assurance
- Triangulation across all sources
- Identification of trends and system failure points

Influence

- Issue Reports
- System engagement (ICB, Council, Scrutiny)
- Strategic representation

Change

- Clear, actionable recommendations
- Defined system responses
- Stakeholder accountability

Impact

- Tracked through Impact Tracker
- Reported quarterly
- Demonstrated in Annual Report

Promoting equality

Healthwatch Cornwall is committed to serving all residents of Cornwall, regardless of their identity or location. Despite progress, inequality in health and social care delivery remains a challenge. It is our shared duty to ensure that those who have historically received subpar services have their voices heard and their needs met equitably.

Maximising Impact 2026–2027

Issue Report Programme – Strategic Approach

Across all intelligence, access remains the dominant theme. However, our evidence shows this is not simply about access, but about:

- Confusion navigating services
- Delays in care
- Lack of coordination
- Barriers affecting ability to engage

Therefore, our work focuses on:

Clarity → Timeliness → Coordination → Barriers

Each Issue Report will:

- Be grounded in lived experience
- Focus on 3–4 defined system failure points
- Include clear, actionable recommendations
- Define intended system response
- Be tracked through the Impact Tracker

2026–2027 Issue Report Plan & Delivery Strategy

Our Approach

Focused topics, structured methodology, disciplined delivery.

We will deliver three Issue Reports and one Annual report, aligned to contractual deadlines, ensuring maximum system influence.

Topics & Timeline

Report	Topic	Strategic Focus	Project Completion	Report Deadline
1	Barriers to Access & Inequality	Impact of wider determinants on access	18 Sept 2026	Oct 2026
2	Too Many Doors	Understanding and navigation of access	11 Dec 2026	20 Jan 2027
3	Delays in Care	Timeliness of care and impact on outcomes	March 2027	April 2027
4	Annual Report	Impact	May 2027	May 2027

Issue Report Framework (Core Delivery Model)

Each Issue Report will follow a consistent structure to ensure clarity, quality, and impact:

1. What people are telling us

- Standardised survey data
- Themed survey responses
- Engagement and Listening Hubs
- Partnership Board insight
- CRM and casework

2. What the evidence shows

- Thematic analysis
- Trends and patterns
- Population differences
- Cross-referencing multiple data sources

3. Where the system is failing

- Min 4-5 clearly defined system failure points
- Evidence-led, not anecdotal
- Focus on practical system behaviours

4. What needs to change

- SMART, actionable recommendations
- Clear ownership (who should act)
- Realistic and measurable

5. Intended system response

- What we expect to happen
- How success will be measured
- Tracked through Impact Tracker

This ensures all reports are consistent, evidence-led and focused on impact, not just description

Engagement Expectations Framework

Healthwatch Cornwall's Issue Reports are intended to reflect broad and representative public insight across Cornwall.

While engagement approaches will vary depending on the report subject and target audience, the expectation is that each report demonstrates:

- Meaningful scale of engagement
- Geographic spread across Cornwall
- Inclusion of seldom-heard voices
- Multiple engagement methods
- Both quantitative and qualitative evidence
- Representation from priority population groups where relevant

The organisation's ambition is to achieve engagement reach in the hundreds and, where achievable, into the thousands through combined:

- Surveys
- Listening events
- Community engagement
- Partnership Boards
- CRM intelligence
- Stakeholder engagement
- Outreach activity
- Digital engagement
- Existing feedback mechanisms

Some reports, particularly workforce, specialist or targeted thematic reviews, may naturally involve smaller sample sizes. In these circumstances, Healthwatch Cornwall will ensure that:

- The rationale for engagement scale is clearly explained
- Findings are contextualised appropriately
- Additional evidence sources are triangulated to strengthen confidence in themes and conclusions

The emphasis will remain on producing robust, credible and representative insight rather than relying solely on numerical volume.

Issue Report Detail

Report 1: Barriers to Access & Inequality

Publication: October 2026

Final Draft: 18 September 2026

Purpose

To understand how wider determinants and inequality impact people's ability to access health and care services across Cornwall.

Rationale

Access to healthcare is not experienced equally. Rurality, deprivation, transport, digital exclusion and wider social pressures continue to create barriers for many residents, particularly those already vulnerable to poorer outcomes.

This report will examine how inequality affects people's ability to:

- Reach services
- Navigate systems
- Afford access
- Engage with care
- Receive equitable outcomes

Focus Areas

- Transport and rurality
- Digital exclusion
- Cost-of-living impact
- Inequality across population groups

Priority Groups

- Older people
- Women
- Young people
- Seldom-heard communities

Intended Impact

- Improve understanding of structural barriers
- Influence service accessibility planning
- Support more equitable service delivery
- Strengthen targeted engagement and inclusion approaches

Report 2: Too Many Doors: How People Experience Access to Care in Cornwall

Publication: 20 January 2027

Final Draft: 11 December 2026

Purpose

To understand how residents navigate health and care services, and whether the current system is clear, consistent and effective from a patient perspective.

Rationale

Despite significant investment in expanding access routes, including GP services, NHS 111, pharmacies, community hubs and MIUs, evidence suggests residents remain unsure about where to go for care.

This confusion risks:

- Delayed access to appropriate services
- Increased pressure on inappropriate parts of the system
- Reduced confidence in alternative models of care
- Frustration and disengagement

This report will assess whether the system is intuitive and navigable, or whether complexity itself has become a barrier to care.

Focus Areas

- Public understanding of services and pathways
- Consistency of messaging and signposting
- Confidence in alternative services
- Impact of confusion on behaviour and service use

Priority Groups

- People with long-term conditions
- Older people
- Young people
- Frequent service users

Intended Impact

- Improve clarity and consistency of communication
- Support development of a more intuitive access model
- Reduce inappropriate service use
- Improve confidence in accessing care

Report 3: Delays in Care – When the System Doesn't Move Fast Enough

Publication: April 2027

Final Draft: March 2027

Purpose

To understand how delays across health and care pathways affect people's outcomes, wellbeing and confidence in services.

Rationale

Residents continue to report long waits, cancelled appointments, administrative failures and delays following referral, diagnosis or treatment.

Delays can lead to:

- Deterioration in health
- Increased anxiety and distress
- Loss of trust in services
- Escalation of conditions
- Poorer outcomes and increased risk

This report will explore both the operational causes and the lived impact of delays within the system.

Focus Areas

- Delays following referral or diagnosis
- Administrative and system failures
- Appointment cancellations and rebooking
- Impact on outcomes and wellbeing

Priority Groups

- Women
- Older people
- Young people
- People with long-term conditions

Intended Impact

- Highlight operational pressures and patient impact
- Support improvement in pathway coordination
- Reduce avoidable delays and cancellations
- Strengthen accountability around communication and continuity of care

Cross-Cutting Themes Embedded Across All Reports

These themes will be explored throughout the full 2026/2027 programme:

- Women's Health Strategy
- Suicide Prevention Strategy
- Waiting times and delays
- Misdiagnosis and clinical risk
- Appointment cancellations
- Youth experience
- Rurality and inequality
- Communication and navigation of services

VCSE/SYSTEM INVESTMENT SECTION

Understanding System Investment and Community-Based Services

Healthwatch Cornwall recognises the significant investment in:

- Voluntary, Community and Social Enterprise (VCSE) sector
- Social prescribing
- Integrated Neighbourhood Teams

This work programme will explore, where relevant:

- How residents experience these services
- Awareness and accessibility of provision
- Whether services are meeting needs in practice
- Variation across communities

The focus is not on funding levels, but on:

What difference these services are making to people's experience and outcomes

Healthwatch Cornwall will assess whether system changes and investment are translating into improved experiences and outcomes for residents, using lived experience as the primary evidence base.

Programme Timeline (Aligned to Delivery)

Q1 – Foundation Phase

- Methodology finalised
- Standardised survey implemented
- Data quality established
- Report scopes confirmed

Q2

- Report 1 delivered
- Report 2 data collection begins

Q3

- Report 2 delivered
- Report 3 data collection begins

Q4

- Report 3 delivered
- Annual Report completed

Delivering for the People of Cornwall

We will deliver through:

- Engagement & Listening Hubs
- Partnership Boards
- Enter & View
- System representation

All feeding into the Golden Thread.

Organisational Effectiveness

Focus on:

- Data quality and CRM
- Clear roles and responsibilities
- Consistent engagement delivery
- Evidence-led reporting

Impact & Accountability

Our Approach to Impact

Healthwatch Cornwall will move beyond measuring activity to demonstrating clear, evidenced impact.

Impact will be defined as:

What has changed as a result of our work

This will be tracked through our Golden Thread:

Voice → Evidence → Influence → Change → Impact

How We Will Measure Impact

For each Issue Report, Healthwatch Cornwall will:

1. Define Intended System Response

- What change is expected
- Who is responsible
- What success looks like

2. Track Through Impact Tracker

- Recommendations made
- Responses received
- Actions taken
- Status (open/in progress/complete)

3. Evidence Change

Impact will be demonstrated through:

- Changes in service delivery
- Improved communication or processes
- Adoption of recommendations
- Feedback from stakeholders and residents

Success Measures

By May 2027, Healthwatch Cornwall will demonstrate:

System Influence

- Evidence presented at:
 - HASCOSC
 - Health & Wellbeing Committee

- Committee in Common
- Cornwall Council
- Reports referenced in decision-making

Service Improvement

- Clear examples of:
 - Process improvements
 - Improved coordination
 - Reduced confusion or delays

Public Impact

- Residents report:
 - Greater clarity navigating services
 - Improved experience of care
- Increased engagement from seldom-heard groups

Organisational Credibility

- Strong commissioner confidence
- Recognition as an independent, evidence-led organisation

Final Positioning Statement

Despite significant system investment in improving access, evidence suggests that residents continue to experience confusion about how to navigate services, alongside practical barriers that affect their ability to engage with care.

Healthwatch Cornwall will therefore examine how access is understood and experienced in practice, focusing on clarity, timeliness, coordination, and the barriers that shape patient experience across the care pathway.

2026/2027 Workplan: Issue Reports Outline

Programme Overview

Healthwatch Cornwall's 2026/2027 Issue Report Programme will explore how residents experience access to health and care services across Cornwall.

The programme is designed to move beyond isolated feedback and instead identify systemic themes, barriers, inequalities and opportunities for improvement through year-round engagement, evidence gathering and stakeholder insight.

Each report will focus on a specific aspect of access and patient experience whilst contributing to a wider strategic understanding of how people navigate, experience and are impacted by the health and care system.

Quarter	Topic	Working Title	Strategic Question	Initial Lines of Inquiry
1	Barriers to Access & Inequality	'Barriers to Access & Inequality: Who Can Access Care—and Who Cannot?'	How do wider barriers and inequalities affect people's ability to access health and care services, and where can practical improvements be made?	<p>How do transport and rurality affect access to appointments and services?</p> <p>What impact does digital exclusion have on accessing care?</p> <p>How is the cost-of-living affecting people's ability to seek or prioritise care?</p> <p>Which population groups experience the greatest barriers (e.g. ageing population, women, young people, seldom-heard communities)?</p> <p>Are services designed in a way that accounts for these barriers?</p>

Why this works: This ensures wider determinants are not treated as abstract issues but are examined in terms of real-world impact on access and outcomes, allowing for practical, system-level recommendations.

2	Understanding Access & Navigation	'Too Many Doors: How People Experience Access to Care in Cornwall'	How do residents understand and navigate access to health and care services, and is the current system clear, consistent, and effective in practice?	<p>Do people understand where to go for care (GP, NHS 111, MIU, pharmacy, hubs)?</p> <p>How consistent is messaging and signposting across services?</p> <p>Are alternative access routes trusted and understood?</p> <p>How do barriers such as digital access, transport, and cost influence decisions about where to go?</p> <p>Are certain groups more likely to experience confusion or difficulty navigating the system?</p>
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Why this works: This reframes access as a system usability issue, not just availability. It explores whether the system is intuitive, understood, and working for people in practice, allowing for clear recommendations on communication and design.

3	Delays in Care	'Delays in Care: When the System Doesn't Move Fast Enough'	<i>How are delays across care pathways impacting patient outcomes and experience, and where are the opportunities for system improvement?</i>	<p>Where are delays occurring most frequently (referral, diagnosis, treatment, follow-up)?</p> <p>What role do administrative and system processes play in delays (appointments, cancellations, communication failures)?</p> <p>Are delays contributing to deterioration, misdiagnosis, or escalation of need?</p> <p>How do delays differ across population groups (e.g. women, older people, young people, long-term conditions)?</p> <p>Are there gaps between expected timeframes and lived experience?</p>
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Why this works: This moves beyond simply stating that delays exist. It focuses on where and why delays occur, their impact on outcomes, and identifies practical opportunities for system improvement and accountability.

All Issue Reports will:

- Be informed by year-round standardised survey data
- Include targeted themed surveys and engagement activity
- Be supported by Partnership Board insight and stakeholder engagement
- Focus on 3–4 core themes to ensure depth and deliverability
- Align to quarterly contract reporting deadlines
- Define clear intended system responses and measurable outcomes

Delivering for the people of Cornwall

Healthwatch Cornwall will continue to fulfil its statutory role through a structured, intelligence-led approach.

Engagement & Community Insight

What We Will Do

- Deliver a hybrid engagement model:
 - Listening hubs
 - Targeted outreach
 - Digital engagement
- Ensure coverage across:
 - West
 - Central
 - North & East
- Use standardised survey (year-round)
- Deliver themed engagement aligned to Issue Reports

Why This Matters

To ensure:

- Consistent and representative insight
- Inclusion of seldom-heard communities
- Strong evidence base for reporting

What Success Looks Like

- Increased volume of structured feedback
- Improved demographic representation
- Clear link between engagement and reports

Partnership Boards (PBs)

What We Will Do

Healthwatch Cornwall will facilitate and support:

- Ageing Well Partnership Board
- Carers Partnership Board
- Autism Partnership Board
- Learning Disability Partnership Board
- Mental Health Partnership Board

Each Board will:

- Meet a minimum of 4 times per year
- Follow structured agendas aligned to priorities
- Provide thematic input into Issue Reports

Role of Partnership Boards

Partnership Boards will act as:

- Insight generators – sharing lived experience and system feedback
- Challenge mechanisms – testing assumptions and findings
- Validation forums – sense-checking report conclusions
- Escalation routes – raising system issues

How They Link to the Work Programme

- Provide focused insight into report themes
- Support targeted engagement activity

- Contribute to evidence triangulation
- Help shape recommendations

What Success Looks Like

- Clear contribution to Issue Reports
- Evidence of PB influence on system decisions
- Strong and diverse membership
- Improved visibility of PB impact

Information, Advice & Signposting (IAS)

What We Will Do

Healthwatch Cornwall will provide accessible Information, Advice & Signposting support to members of the public across Cornwall.

This will include:

- Responding to enquiries via phone, email, website, and engagement activity
- Providing information about health and social care services
- Supporting people to navigate services and access appropriate support
- Signposting to statutory, voluntary, and community organisations
- Identifying emerging themes and barriers experienced by the public

The service will:

- Remain independent and impartial
- Focus on accessibility and responsiveness
- Support people to feel heard, informed, and empowered

Why This Matters

Information, Advice & Signposting helps:

- Reduce confusion and barriers to accessing services
- Improve public understanding of available support
- Identify recurring issues affecting local communities
- Provide an early insight into system pressures and gaps
- Ensure people know where to turn for help and support

How It Links to the Work Programme

- Provides real-time intelligence and emerging themes
- Supports evidence gathering for Issue Reports
- Identifies trends requiring escalation or further exploration
- Contributes to engagement insight and system understanding
- Helps identify seldom-heard experiences and access barriers

What Success Looks Like

- Timely and responsive support to the public
- Increased accessibility and awareness of Healthwatch Cornwall
- Clear identification of themes and emerging concerns
- Evidence of effective signposting and support outcomes
- Strong integration of IAS intelligence into wider organisational work programmes

System Influence & Representation

What We Will Do

Healthwatch Cornwall will represent the voice of residents at:

- Committee in Common Board meetings
- Integrated Care Partnership (ICP)
- HASCOSC
- Health & Wellbeing Board
- Strategy and programme groups

Why This Matters

To ensure:

- Public voice informs system design
- Insight is considered in decision-making
- Healthwatch Cornwall remains visible and influential

What Success Looks Like

- Healthwatch insight referenced in system discussions
- Invitations to key decision-making forums

Evidence of influence on strategies and plans

Enter & View (E&V)

What We Will Do

Healthwatch Cornwall will deliver a planned Enter & View programme across health and social care settings throughout Cornwall.

This will include:

- Visits across a range of sectors and services
- Targeted visits informed by intelligence, engagement, and themes
- Follow-up or revisit activity where appropriate
- Service user voice gathered through observation and engagement
- Production of formal Enter & View reports with findings and recommendations

The programme will ensure:

- Coverage across Cornwall
- A balance of urban, rural, and coastal settings
- Focus on quality, experience, dignity, communication, and inclusion

Why This Matters

Enter & View activity enables Healthwatch Cornwall to:

- Independently observe services and environments
- Capture lived experience directly from people using services
- Identify good practice and areas for improvement
- Provide evidence-based recommendations to providers and decision-makers
- Strengthen accountability and service improvement

What Success Looks Like

- Delivery of the annual Enter & View target programme
- High-quality reports with clear findings and recommendations
- Evidence of provider responses and service improvements
- Increased visibility of lived experience within services
- Stronger evidence base contributing to Issue Reports and system influence

Enter & View Programme Delivery Plan 2026/2027

Purpose

The Enter & View programme provides independent observational insight into health and social care services across Cornwall.

The programme enables Healthwatch Cornwall to:

- Capture lived experience directly from service users
- Observe environments and service delivery
- Identify good practice and areas for improvement
- Produce evidence-based reports and recommendations
- Support quality improvement and accountability across the system

Delivery Principles

All Enter & View activity will:

- Be evidence-based and proportionate
- Remain non-subjective and observational
- Focus on lived experience and environmental insight
- Include urban, rural, and coastal communities
- Cover a broad range of health and social care settings
- Contribute to organisational intelligence and Issue Reports where relevant

Annual Delivery Schedule

Quarter	Period	Weeks*	Planned visits	Key considerations
1	Jun-Aug	12	9	Foundation delivery period and summer
2	Sep-Nov	13	9	Delivery period
3	Dec-Feb	8	4	Reduced activity approaching Christmas period
4	Mar-May	10	8	Winter pressures and Easter planning considerations
Total			30	Annual Enter & View programme

*allowance for annual leave and public holidays

Planned Service Coverage

The programme will seek proportional coverage across:

- Care Homes

- Nursing Homes
- GP Practices
- Dental Services
- Community Health Services
- Mental Health Services
- Supported Living Services
- Hospital Services
- Urgent & Emergency Care
- Day Opportunities and Community-Based Services

Service selection and planning will be informed by:

- Public feedback
- QA Marketplace intel
- Engagement intelligence
- Information & Signposting themes
- Partnership Board concerns
- Previous report findings
- System risk or emerging themes

Geographical Reach

The programme will ensure coverage across:

- West Cornwall
- Central Cornwall
- North Cornwall
- East Cornwall
- Rural communities
- Coastal communities
- Areas of deprivation
- Seldom-heard populations where possible

What Success Looks Like

- Delivery of 30 high-quality Enter & View reports
- Clear evidence-based findings and recommendations
- Demonstrated provider responses and improvements
- Increased visibility of lived experience
- Strong contribution to organisational intelligence and Issue Reports
- Consistent quality and professionalism across reports

Healthwatch Cornwall's Work Programme is delivered through a structured and integrated model, ensuring that engagement activities, Partnership Boards, and system representation all feed into a consistent evidence base.

This enables the organisation to move from capturing voice to influencing change, with clear mechanisms in place to track and demonstrate impact.

Organisational effectiveness

Priority	What We Do	What Success Looks Like
Effective Governance	Our Board provides active oversight, ensuring transparency, accountability, and strong leadership across the organisation	Robust governance processes with Board holding leadership to account and maintaining high standards
Financial Stability	We manage our budget responsibly and seek opportunities to grow through commissioned work	Balanced budget maintained and new funding streams secured to ensure long-term sustainability
Evidence & Data Management	We collect, manage and analyse data in line with GDPR to inform planning, identify gaps, and ensure inclusive insight gathering	Data is accurate, representative, and drives decision-making. Database is fully fit for purpose
Volunteer Development	We will grow and diversify our volunteer base, offering varied roles and strong support systems	Increased and diverse volunteer involvement, with volunteers well supported and active in key roles
Community Engagement	Deliver a hybrid engagement plan, with a focus on children, young people, and health inequalities	More people engaged, with improved demographic diversity and increased volume of actionable feedback
Brand Identity	Staff will be confident in using the Healthwatch brand and templates, ensuring consistent, impactful communications	Consistent, high-quality representation of Healthwatch Cornwall across all channels
Being the Best Employer	Build a supportive, inclusive culture that nurtures wellbeing, growth, innovation and collaboration	High staff satisfaction, retention, and strong internal culture where all staff feel valued and supported
Diverse Feedback	Actively seek views on a broad range of topics, including those beyond core areas, to reflect all communities	Partner collaboration increases, and engagement reflects a broader spectrum of lived experiences
Contract Renewal	Prepare for the renewal of our contract post-2029, aiming to secure terms equal to or better than our current agreement	Contract renewed with sustainable funding, enabling long-term planning and continuity

Digital & Communications Focus

Channel	Our Approach	Intended Impact
Digital Engagement	Expand our reach through inclusive and creative digital tools, making sure all voices can be heard	More feedback from hard-to-reach groups. A broader, richer picture of public experience in Cornwall
Healthwatch Cornwall Website	Keep the site updated with timely, relevant, accessible content. Provide clear signposting and interactive features	Increased user engagement, trust, and participation from diverse communities. A go-to health and care resource for Cornwall
Public Relations & Media	Strengthen our media presence with strategic press and story placement. Ensure our voice is active in local conversations	Continued visibility across TV, radio, print, and digital. Healthwatch Cornwall remains a trusted people's champion

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