

# HWLincs

The Engagement  
to Insight People

## HWLincs strategy



# 2023 to 2026

***HWLincs is a people first charity dedicated to improving wellbeing and influencing change.***

## About HWLincs

HWLincs works with public, private and voluntary sector organisations who want to enhance the quality of their products and services for the benefit of the end user.

As a registered charity our approach is to provide value for money within a framework of fairness, honesty and transparency.

Whether it be for statutory or voluntary organisations, companies, the local community or for the greater good, we deliver activity aligned to our charitable objects, which are to actively pursue engagement and insight opportunities in the arena of health, care and wellbeing, complimented by information sharing, learning and one to one support.

Our team are experts and have developed an excellent reputation locally and nationally using our well-established networks and connections to benefit all our clients, regardless of the sector they work in.

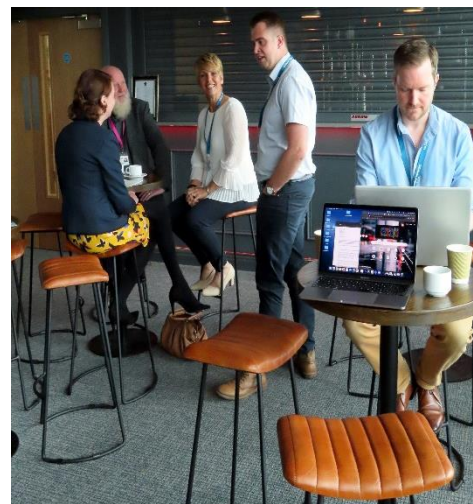
Engagement is the process of gathering first-hand data; this might be people's opinions or experiences, or it could be numbers, statistics, or trends. We know how to identify the key individuals or groups and build productive relationships.

Our insight provides ideas and drives improvement, leading to a solid business case for change for each organisation we work with.

We are incredibly proud of our work in delivering a very successful Healthwatch Lincolnshire contract since April 2013, both for Lincolnshire residents and on behalf of Lincolnshire County Council.

In our 10<sup>th</sup> year as a charity, we want to continue championing equality and inclusivity by working with our diverse communities, delivering excellent value for money and outstanding commitment and care.

This three-year strategy sets our Aspirations, Priorities and Goals, all of which are designed to ensure our activities continue to move us forward



in line with our Objects and Values to help deliver our Vision and Mission.

## Our Vision:

To influence positive change and improve people’s wellbeing

## Our Mission:

HWLincs is committed to capitalising on the knowledge, skills and experience of our people to deliver a cost-effective, high-quality service

## Our Values:

<b>Innovative</b>	Driving new ideas and improvements
<b>Diligent</b>	Conscientious, dedicated and focused
<b>Inclusive</b>	Committed to equality and fairness
<b>Honest</b>	Transparent and trustworthy
<b>Caring</b>	Passionate about supporting people and communities

## Our services:

<b>Engagement &amp; Insight</b>	Gathering people’s opinions and experiences to provide independent insight
<b>Evaluation &amp; Development</b>	Reviewing and evaluating the effectiveness of existing services to ensure continuous improvement

<b>Project Delivery</b>	Working in collaboration with communities and partners to deliver activities on behalf of public, private and voluntary sector organisations
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## HWLincs Three-Year Strategy

HWLincs recognise that planning for growth whilst maintaining sustainability in this current climate is challenging. To tackle this, our strategy focuses on three key areas, which are our priorities, and are recognised as currently most important to us. Quite simply, these are:

- **Priority one - Financial resilience**
- **Priority two - Our people**
- **Priority three - Communication to improve awareness and impact**

With our focus on the above core areas, we will ensure that:

- ✓ Our aspirations and goals are aligned with our charitable objects.



- ✓ We have a framework that will enable, support, guide, and promote the effective delivery of projects and contracts, to achieve our aspirations and goals.
- ✓ We will continue to offer value for money against sound KPI performance.
- ✓ We continue to operate with a charity's heart and a business head, always striving to grow but in a sustainable way.
- ✓ We will put the needs of 'our people' first by supporting wellbeing, nurturing workforce development, and focusing on equality, diversity and inclusion.

## Priority one – Financial resilience

To ensure our continued financial sustainability, HWLincs will continue its work to search for new income opportunities. However, as we strive to reach new markets, we are mindful of the challenges this brings in such uncertain futures.

Achieving sound financial management is embedded into our governance and operational activities. This includes considered budgeting, investment and reserves policies, financial controls, and always seeking the best value for money.

### Our aspirations are to:

- Enable our charity to grow its reach and impact.
- Be the provider of choice for engagement and insight services.
- Be financially sound with wider income streams, resulting in less reliance on limited sources

### Our goals over the next three years:



- To apply whole organisation accountability when identifying and delivering new projects, contracts, and business opportunities whilst ensuring our activities meet our charitable objects.
- To develop a standardised approach to project and contract costing management reporting.
- To seek and support activity which enables sustainability through the short, medium, and long term whilst developing a trusted, strong profile among the public, statutory and business sectors.
- Collaborate and pursue new income opportunities and maximise our trading subsidiary.
- Follow a 'no learning lost' ethos, where completed work creates an opportunity for positive promotion and potential product development.
- Remain vigilant about how we spend our money whilst understanding our needs fully in terms of expenditure, including how we prioritise investing and budgeting against our priority areas to enable actions to be achieved alongside annual plans.

### Specifically, we will:

- By June 2023, introduce a standardised project and contract costing template.  
Deliver 10% annual income growth to ensure the charity's sustainability.
- Annually deliver work that includes new stakeholders to demonstrate the expansion of our networks.
- Annually, enter one new market sector to expand our reach.
- By Year 3, extend our work base beyond Lincolnshire boundaries to create new opportunities.
- Develop long-term contracts and non-project-based sustainable income streams.

## Priority two – Our People; staff and volunteers

Our Leadership Team believe that enabling a high-quality working environment and culture within HWLincs is crucial to achieving our vision. We are passionate about supporting our people to ensure we achieve progress in all our goals.

Investing in our people enables us to build a strong team around a unifying purpose. We will foster leadership and accountability at every level and encourage everyone to become something bigger than themselves.

### Our aspirations are to:

- Be an employer of choice in Lincolnshire, where we engage with and motivate our staff and volunteers in line with our organisational values.
- Manage the performance of our people whilst finding creative ways to enable them to progress and develop.
- Support our people's wellbeing whilst embracing equality, diversity, inclusion, and agility.

- Introduce new ways of recruitment to encourage more people to apply for our jobs and volunteering opportunities.
- Continue working to provide an environment where our workforce feel valued.

### Our goals over the next three years are to:

- Ensure our recruitment approach is fair and inclusive and supported by an attractive total rewards package.
- Develop a Wellbeing Hub with a support package for our staff and volunteers.
- Conduct a review of our workforce to ensure we have the right roles in place and the capacity to deliver our objectives and to ensure we have a succession plan in place.
- Ensure our volunteer programme caters to Lincolnshire's entire demographic and diverse population.

- Introduce a programme of support for staff and volunteer development, allowing individuals to achieve their potential.

### Specifically, we will:

- Introduce an annual staff survey and programme of relevant follow-up initiatives.
- Aim to recruit six new trustees over the next three years and complete a review of existing trustee skill gaps.
- Set ourselves a target to annually recruit eight new volunteers and ten new members.
- Instigate an annual programme of learning and development
- Review the staff appraisal process and introduce personal development plans for all staff.
- Extend our wellbeing support package for staff and volunteers.
- Review recruitment processes to ensure HWLincs is inclusive to all.

## Priority three – Communication to improve awareness and impact

Marketing plays an essential role. It supports us in raising funds, recruiting our workforce and, most notably, raising awareness of what we do.

As we move into our 10<sup>th</sup> year, getting this right will be pivotal in maximising our organisation's potential.

Stakeholders from local, regional, and national organisations and, of course, the public is at the centre of everything we do. Our role is to engage with these audiences, communicating, informing, listening, inspiring, and helping to bring about positive change and awareness that enhances our market position.

## Our aspiration is:

- To increase overall 'brand' awareness and reputation of HWLincs and its associated contracts.

## Our Goals over the next three years are to:

- Ensure local people recognise HWLincs as the household name to share their experiences, comments, and views.
- Ensure Stakeholders recognise HWLincs as the 'go to' organisation for engagement and insight with the public.
- Provide the proper focus and expertise to deliver effective communication and marketing.

## Specifically, we will:

- By April 2023, develop and implement an effective communication and marketing strategy, which will:
  - agree required resources,
  - raise awareness of HWLincs, what we do and what we stand for,
  - help to educate the public about our work,
  - increase B2B network opportunities,
- By December 2022, agree our 2023 10th anniversary campaign and associated activities.
- Conduct a review to measure the effectiveness of our engagement methods which will ensure we are reaching appropriate audiences.
- Be clear in our understanding of market profiling and what strategies related to communications and marketing work most effectively.

## Bringing our strategy alive

Commencing at the beginning of our 10<sup>th</sup> Anniversary year, this strategy sets out our direction of travel for the next three years. Bringing it to life will ensure our actions support our words. It is recognised that there will be challenges in enabling the successful delivery of this strategy, but we are committed to investing in making it work. HWLincs Board will manage any identified risks.

To support this strategy, we have created an additional three-year Operational and Business Action Plan, the performance of which will be the responsibility of our senior management, with delivery coming under the remit of our operational team.

We want to work collaboratively with other organisations to ensure we can deliver our services and strive to evolve and grow. Partnership working is recognised as essential within our growth plans and will be a crucial area of focus.



Finally, as a relatively young charity, brand awareness is vital; we will focus on activities that raise our profile, particularly during our anniversary year 2023.

## Contact details

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