

# Annual Report 2025/26

**Listening to**  
our communities.

**Influencing**  
change.

**Improving**  
health and  
care together.



**Local  
Voice**

People at the heart of  
local health and care

Healthwatch Hammersmith & Fulham  
is delivered by Local Voice  
in the Community, a registered  
charity.

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A year of listening, understanding  
and improving together.

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# Listening to people, shaping better care

**Thank you to everyone in Hammersmith & Fulham who shared their time, experiences and ideas with us. Your voices are at the heart of everything we do.**

This year has been one of listening, learning and building trust. We have strengthened our connections across the borough and worked alongside communities to understand what matters most.

What we heard was clear: people want to be listened to, treated with respect and supported to live healthier lives. But too many still face barriers that shouldn't exist in a fair and caring borough.

That is why we are taking a different approach. We look across services and pathways, not in isolation, to understand the shared drivers of inequality. By working in partnership with local communities and organisations, we can design solutions that make a real difference.

Healthwatch Hammersmith & Fulham exists to ensure that local people's voices shape decisions that affect their health and care. We are independent, inclusive and committed to challenging inequality wherever we see it.

I am proud of what we have achieved together this year and excited about what we can do next. With your continued support, we will keep listening, working together and pushing for a healthier, fairer Hammersmith & Fulham for everyone.

**Thank you.**

A handwritten signature in black ink that reads "Ashton McGregor".

**Ashton McGregor**  
Chair, Local Voice

“

**Real improvement begins by listening to people whose voices are too often overlooked.**

# A message from our Chief Executive



**Dianne Barham**

Chief Executive

**We are evolving Healthwatch from collecting experiences to working alongside communities and partners to turn insight into lasting improvement.**

**First, I want to thank** everyone who shares their experiences and ideas with us. Your time, honesty and passion are what make our work possible. I also want to thank our partners and volunteers who support Healthwatch Hammersmith & Fulham every day.

**We start by listening.** We hear from people about the services they use and the issues that affect their lives. We then develop our understanding by looking closely at patterns and trends, so we can see what is working well and what needs to change.

**From there, we work alongside communities and partners.** We bring together different voices and perspectives to co-create solutions that are practical and achievable. Our approach is built around:

- **Community insight** to understand what matters most
- **Shared learning** to connect experiences and evidence
- **A Theory of Change** to focus our efforts for the greatest impact
- **Co-production** to design solutions with, not for, communities

**This approach leads to improvement.** We work with partners to test ideas, influence change and learn what makes a difference. Our goal is better experiences today and healthier communities tomorrow.

**“ Listening is only the beginning. Real change comes from turning insight into action. ”**

The following pages show how this approach is already being put into practice across Hammersmith & Fulham.

## Listening and influencing

Your Voice in Health and Social Care

Listening to local people and influencing services on the issues that matter.

Sept  
**2025**

Local Voice appointed

## Building the foundations

Mobilising the new service

Developing community partnerships

Working with W12 Together and Sobus

Creating a shared Community Insight System

Listening to local communities and setting priorities

## Developing a new approach

Community insight



Shared learning



Theory of Change



Co-production



Testing



Improvement

# Building on strong foundations

## Continuing the Healthwatch story in Hammersmith & Fulham

Local Voice became the provider of Healthwatch Hammersmith & Fulham in September 2025.

We are proud to build on the achievements of Your Voice in Health and Social Care, who delivered a strong and trusted service that listened to local people and helped shape services.

We thank everyone who contributed to that work and laid the foundations for the service we are leading today.

Since September, we have been working closely with partners and communities to strengthen how insight is gathered, shared and used. This timeline shows how we are building on the past while putting in place a new, community-centred approach that will guide our work in the years ahead.

“

We are building on strong local relationships while developing a community-centred improvement model that will guide our work in the years ahead.”

# Why we are taking a different approach

Health inequalities cannot be understood by looking at services in isolation.

Black African and Black Caribbean communities in Hammersmith & Fulham continue to experience poorer health outcomes across a range of priority areas. These inequalities are shaped by common factors that cut across multiple services and pathways.

By taking a cohort-based approach, we can identify the shared drivers of inequality and work with communities and partners to design improvements that lead to meaningful and lasting change.

“ Looking across multiple services helps us identify the common drivers of inequality and design improvements that have the greatest impact.



**Black African and Black Caribbean communities**  
we focus on the experiences of our communities



**Community insight**  
we listen to local people and gather insight across services and neighbourhoods



**Better outcomes**  
together we remove barriers, build trust and improve experiences and outcomes

**Shared drivers of inequality**



trust   access   confidence   communication   continuity   navigation

these are the common issues we hear across services that drive inequality and affect outcomes



**Theory of change**  
we turn insight into theories of change that identify what needs to change and why



**Testing and improvement**  
we test ideas, learn what works and refine solutions together



**Co-production**  
we work in partnership with communities and organisations to design solutions together



By listening, understanding and working together, we can remove barriers, build trust and create better experiences and outcomes for our communities.



**Rooted in community**  
We centre the voices and experiences of Black African and Black Caribbean communities in everything we do.



**Collaborative by design**  
We work in partnership across services and organisations to co-create solutions that last.



**Focused on impact**  
We are committed to learning, improving and delivering better outcomes together.

# What local people told us

Insight came from across our communities and health and care services

The same issues appeared repeatedly across different services and pathways.

Throughout 2025/26 we gathered insight from a range of projects and engagements across Hammersmith & Fulham.

This included community conversations, surveys, service reviews and co-production workshops.

By bringing these different sources together, a consistent picture emerged.



## Why this matters

When we looked across multiple projects rather than individual services, we could see patterns that affect people's experiences across the whole health and care system.



## What this means

These shared themes help us focus on the underlying barriers that matter most, and work with partners and communities to design improvements that make a real difference.

“

When different communities tell us the same things across multiple services, we can be more confident about where improvement is needed.

# Developing a shared theory of change

We worked with communities and partners to map how change happens.

Our Theory of Change shows how community insight leads to action, improvement and better outcomes for Black African and Black Caribbean communities in Hammersmith & Fulham.

It helps us focus our work, test what matters and learn as we go.



## Why this matters

A shared theory of change keeps our work focused on what will make the biggest difference. It ensures we are accountable to the communities we work with and to the outcomes we want to achieve.



## How we will use it

This theory of change will guide our priority projects, monitor progress and help us evidence the difference community insight can make.



By working together, listening to lived experience and taking action, we can help create fairer, more inclusive health and care services for everyone.

# Year in numbers

## A year of listening, influencing and improving.

From April 2025 to March 2026, we listened to local people, gathered insight and worked in partnership to drive meaningful change in health and care.



## Going deeper with communities



### Maternal mental health

We worked with Black African, Black Caribbean and Somali women to understand their experiences and shape change.

**43**  
survey responses

**11**  
lived experience stories

**4**  
key themes identified

  
community partners involved



A Theory of Change was co-produced with community partners.



### Childhood immunisations and vaccinations

We engaged with parents, particularly from Somali and Black African communities, to understand barriers and improve access.

**58**  
parent responses



targeted engagement with Somali and Black African communities



priority recommendations produced



A Theory of Change was developed with community partners.

## Turning insight into action



### 3 Theories of Change

co-produced with communities and partners



### Community Insight System developed

to bring insight together and drive improvement



### Priority projects launched

focused on the issues that matter most



### Partners working together on improvement

to co-design solutions and create better outcomes

“

Every conversation helped build a stronger understanding of what matters to local people and where change is needed most.”

# Maternal mental health

Working with Black African and Black Caribbean women, families and community organisations, we explored the barriers affecting maternal mental health and access to support.

“

*I felt alone after having my baby. I didn't know it was normal to feel low and I didn't know where to get help. Talking to someone who understood me made a huge difference.*

Black Caribbean mother from Hammersmith & Fulham

## Voices from our community



43

survey responses



11

lived experience stories



Black African, Black Caribbean and Somali women engaged

## Themes highlighted



Trust



Stigma



Access



A Theory of Change was co-produced with community partners.



## We learn, adapt and improve

We continuously reflect on what works, what doesn't and why. What we learn shapes our next steps.



1

## What we heard



Long waiting times



Limited culturally appropriate services



Stigma and lack of understanding



Hard to find information and support

2

## What we learned



Trust in services is low for some women and access is difficult due to wait times and referral complexity.

Communication is not always clear or in the right language, and continuity of support is often lacking.

3

## What needs to change



Build trust through relationships and visible community presence.

Improve access with shorter waits and simpler referral pathways.

Provide clear, culturally appropriate information and consistent support through pregnancy and postnatally.

Make services easier to navigate.

4

## What happens next



Work with communities to design trusted support pathways.

Co-produce improvements to access and referrals.

Test new ways to reach and support women.

Work with partners to improve continuity of care.

# Turning insight into improvement

## Maternal mental health

We worked with women, families, community organisations and partners to develop a shared Theory of Change and identify practical improvements that make a real difference.

“

*Local insight has helped us shape a shared programme of improvement focused on the things that matter most to women and their families.*

### Our Theory of Change in action



### Our improvement priorities



### What happens next



**Local insight has already informed a shared programme of improvement.**

The next phase is to work with communities and partners to co-produce and test practical solutions that improve maternal mental health for all.

”

# Childhood immunisations and vaccinations



Working with Black African and Black Caribbean parents, carers and community organisations, we explored the barriers affecting confidence, access and informed decision making about childhood immunisations.

“

*It's not that we don't want our children to be vaccinated. We just want to understand what's in the vaccines, what the side effects are and who to trust.*

– Local mum from Hammersmith & Fulham

## what we heard



**Waiting times and appointment availability**  
Long waits and limited appointments make it hard for busy families to stay on schedule.



**Safety and past experiences**  
Concerns about safety and past experiences reduce confidence in vaccination.



**Information and communication**  
Information is not always clear, consistent or in the right language.



**Access to services**  
Location, clinic times and childcare needs create barriers to attending.



**Cultural relevance and relationships**  
Parents want respectful conversations and professionals who understand their communities.

## voices from our community

“

*When someone explains things in our language and understands our culture, it makes me feel more comfortable and confident.*

– Local mum

“

*I didn't know about some vaccines until I spoke to another mum. We need more trusted spaces to ask questions and get clear answers.*

– Local mum

## themes highlighted



## what we learned



Trust in vaccination programmes is strongly influenced by respectful relationships, clear communication and consistent information.

Improving confidence means working with communities to co-design solutions and make information easy to understand and act on.



**Working together, we can build confidence, remove barriers and make immunisation work for every child and family.**

# Turning insight into improvement

## Childhood immunisations and vaccinations

We worked with parents, carers, community organisations and partners to develop practical improvements that build trust, strengthen confidence and improve access to childhood immunisations.

“

*When communities are part of the solution, information is clearer, services feel more welcoming and families feel confident to vaccinate.*



### Our improvement pathway



### Our improvement priorities



### What happens next



**Community insight has already informed a shared programme of improvement.**

The next phase is to work alongside communities and partners to co-produce, test and evaluate practical solutions that improve childhood immunisation uptake.

# Applying the approach to GP access

## Working across neighbourhoods

We are applying the same improvement approach to help people access the GP services they need, when they need them.

Through workshops and conversations with residents, GP practices and W12 Together, we are shaping local improvements that reflect community priorities and strengthen continuity of care.



### Our neighbourhood improvement model



### What we're learning

- ✓ **Listening earlier makes a difference**  
Talking to people before decisions are made helps services understand what really matters.
- ✓ **Community organisations add value**  
People are more likely to share honestly when conversations happen in trusted spaces.
- ✓ **Neighbourhood approaches work**  
Local partnership helps services respond to the real needs of their communities.
- ✓ **Co-production leads to better solutions**  
When residents help shape ideas and test changes, services are more relevant and sustainable.

### Looking ahead

- Continue neighbourhood engagement**  
We will keep listening and involve more residents in local conversations.
- Test co-produced improvements**  
We will pilot ideas with practices and communities to see what works best.
- Strengthen partnership working**  
We will build stronger links between GP practices, W12 Together and local partners.
- Evaluate impact**  
We will measure change and use learning to improve services over time.



The same improvement approach is now supporting work on primary care and neighbourhood partnerships, creating opportunities to improve GP access alongside local communities.

# Partnerships that create change

## Working together for healthier communities

Sustainable improvement happens when communities, voluntary organisations and health partners work together as equal partners to understand local needs and co-produce practical solutions.

Through workshops and conversations with residents, GP practices and W12 Together, we are shaping local improvements that reflect community priorities and strengthen continuity of care.



### Our partnership ecosystem



*Different organisations, shared purpose: better health and wellbeing for everyone.*

### What partnerships make possible

- Reach communities earlier**  
Understand needs before decisions are made.
- Build trusted relationships**  
Work with people and organisations who are already trusted.
- Design better solutions**  
Co-create ideas that reflect real community priorities.
- Test improvements together**  
Pilot and refine solutions with communities.
- Create sustainable change**  
Embed learning and partnership so improvements last.

### Community spotlight: W12 Together



W12 Together is our strategic neighbourhood partner, bringing together residents, community organisations and statutory partners in White City to co-design practical improvements in health and care.

Through shared leadership and co-production, we turn community insight into action that makes a real difference where people live.

“

Working together means we can listen better, understand local needs and make sure services respond in ways that really help our community.

– Community partner, W12 Together



**Communities are not simply consulted. They are partners in designing and improving local health and care services.**

# Looking ahead

## Our improvement journey continues

Building on the foundations established during 2025/26, we will continue working alongside communities and partners to reduce inequalities and improve health and care across Hammersmith & Fulham.



“ Together, we are building healthier, more inclusive communities where everyone’s voice shapes better services.

### Our improvement journey



A continuous cycle of listening, learning and improving together.

### Our priorities for the year ahead

<b>Reduce health inequalities</b>	<b>Strengthen trusted relationships</b>	<b>Improve access</b>	<b>Support neighbourhood partnerships</b>	<b>Test practical improvements</b>
Focus on communities experiencing the greatest barriers to good health.	Build trust by listening early and working alongside communities as equal partners.	Work with partners to improve access, continuity and convenience of care.	Strengthen partnerships like W12 Together to co-ordinate action locally.	Co-design and pilot ideas that respond to community priorities.

### From outcomes to impact



“ Our ambition is not simply to understand people’s experiences, but to work alongside communities and partners to improve outcomes and achieve lasting reductions in health inequalities.



Community insight does not end with this report. **It is the foundation for continuing to listen, learn and improve together.** Thank you to everyone who shared their experiences and ideas this year.

# Finance and priorities

We are committed to using public money responsibly and focusing our resources on what matters most to local people.



## Our income and expenditure

Our total income and expenditure for the period 1 April 2025 – 31 March 2026.

### How we spent our funding



Income	Amount	Expenditure	Amount
Annual grant from London Borough of Hammersmith & Fulham	£110,000	Expenditure on pay	£25,500
Additional income	£0	Non-pay expenditure	£64,000
		Office and management fee	£20,500
<b>Total income</b>	<b>£110,000</b>	<b>Total expenditure</b>	<b>£110,000</b>



## Our priorities for 2026/27

These priorities are shaped by local people's experiences and by what will have the greatest impact on improving health and care in Hammersmith & Fulham.

**1**

**Supporting neighbourhood health and partnerships**

Working with local partners, voluntary organisations and communities to ensure residents' experiences shape integrated health and care services closer to home.

**2**

**Improving maternal mental health and early support**

Continuing our co-production work with women, families and partners to improve access to maternal mental health services and ensure support meets local needs.

**3**

**Increasing uptake of immunisations and vaccinations**

Working with communities experiencing lower vaccination uptake to understand barriers, improve confidence and ensure more equitable access to immunisation services.

**4**

**Improving access to primary care**

Using community insight and patient experience to support improvements in GP access, communication, inclusion and the overall experience of primary care across the borough.

**5**

**Tackling health inequalities through community insight**

Working with diverse communities to understand the factors driving health inequalities and influence commissioning, service improvement and future priorities.

### Statutory information

- ✓ All providers responded to our requests for information and recommendations.
- ✓ There were no issues or recommendations escalated to the Healthwatch England Committee, so no reviews or investigations were required.
- ✓ We shared evidence with NHS organisations, Hammersmith & Fulham Council, community partners and the North West London Integrated Care Board.
- ✓ Healthwatch representatives attended a wide range of partnership meetings, programme boards and working groups throughout the year.
- ✓ This annual report will be published on our website and shared with local partners and community organisations across Hammersmith & Fulham.
- ✓ Healthwatch Hammersmith & Fulham, Local Voice, 80 Redmans Road, London, E13AG. Website: [www.localvoice.org.uk](http://www.localvoice.org.uk) Email: [info@localvoice.org.uk](mailto:info@localvoice.org.uk)



“ We will continue listening, working together and holding services to account so that health and care work better for everyone in Hammersmith & Fulham. ”









# Accountability and impact

We are accountable to local people. Alongside listening to experiences, we independently review services, publish evidence and monitor how our work leads to improvement.



## Independent Enter and View

We visit health and care services to understand people's experiences and make practical recommendations for improvement.

Location	Why we visited	What changed as a result
 <p><b>Charing Cross Hospital Outpatients</b></p>	 <p>To understand people's experiences of outpatient appointments, including appointment letters, signage, wayfinding, accessibility and waiting areas.</p>	 <p>Shared findings with Imperial College Healthcare NHS Trust, contributing to a co-production review led by Action on Disability. This resulted in an agreed improvement plan including better wayfinding, Easy Read information, improved wheelchair access, plans for a Changing Places toilet and autism-aware passports.</p>
 <p><b>Hammersmith Hospital Outpatients</b></p>	 <p>To understand people's experiences of outpatient appointments, communication and accessibility.</p>	 <p>Shared findings with the provider to support improvements to appointment communications, signage and accessibility as part of ongoing service improvement.</p>



## Our impact during 2025/26



### Community intelligence

68 reports and intelligence products produced.

Supporting neighbourhood health, primary care, health inequalities and recovery programmes.



### GP access

Evidence shared with commissioners and GP practices.

Helping improve understanding of barriers to accessing primary care.



### Enter and View

Independent reviews of NHS services.

Practical recommendations to improve accessibility and patient experience.



### Community engagement

Worked alongside Romanian and other underrepresented communities.

Improved awareness of screening, vaccination and local healthcare services.



Independent evidence. Practical recommendations. Better services for local people.



# Thank you

Thank you to everyone who has shared their experiences with us in 2025/26.

Every conversation helps us understand what matters most to local people.

Your stories and feedback help us to improve health and care services for everyone in Hammersmith & Fulham.

We also thank our volunteers, partners, communities and the many organisations who work with us to listen, understand and drive change.



## Continue the conversation

We'd love to hear from you. Share your experiences, get involved or find out more about our work.



[www.healthwatchhf.co.uk](http://www.healthwatchhf.co.uk)



[info@healthwatchhf.co.uk](mailto:info@healthwatchhf.co.uk)



020 3667 1300



## Visit our website

Scan the QR code to visit our website and see how your voice is making a difference.

**healthwatch**  
Hammersmith & Fulham

Healthwatch Hammersmith & Fulham is delivered by Local Voice in the Community, a registered charity.

We are your local health and social care champion. We listen to people's experiences and work with others to improve services for all.



**Local Voice**

People at the heart of local health and care

Listen | Understand | Improve



[www.healthwatchhf.co.uk](http://www.healthwatchhf.co.uk)



[info@healthwatchhf.co.uk](mailto:info@healthwatchhf.co.uk)



020 3667 1300

# Finance and future priorities

We receive funding from **[your local authority]** under the Health and Social Care Act 2012 to help us do our work.

## Our income and expenditure:

Income		Expenditure	
Annual grant from London Borough of Waltham Forest	£110,000	Expenditure on pay	£25,500
Additional income	0	Non-pay expenditure	£64,000
<b>Total income</b>	<b>£110,000</b>	<b>Total Expenditure</b>	<b>£110,000</b>

# Finance and future priorities

## Looking ahead

Over the next year, we will continue to ensure local people's experiences shape health and care services across Hammersmith & Fulham.

Working alongside residents, community organisations, the NHS and the Council, we will gather insight from people whose voices are not always heard, identify opportunities for improvement and help partners design services that are more accessible, inclusive and responsive to local communities.

Our priorities for 2026/27 are:

### **1. Supporting neighbourhood health and community partnerships**

Working with neighbourhood partners, voluntary organisations and local communities to ensure residents' experiences help shape integrated health and care services closer to home.

### **2. Improving maternal mental health and early support**

Continuing our co-production work with women, families and partners to improve access to maternal mental health services and ensure support reflects the needs of local communities.

### **3. Increasing uptake of immunisations and vaccinations**

Working with communities experiencing lower vaccination uptake to understand barriers, improve confidence and support more equitable access to immunisation services.

### **4. Improving access to primary care**

Using community insight and patient experience to support improvements in GP access, communication, inclusion and the overall experience of primary care services across the borough.

### **5. Tackling health inequalities through community insight**

Continuing to work with diverse communities to understand the factors driving health inequalities and ensure local voices influence commissioning, service improvement and future priorities.

# Statutory statements

Healthwatch Hammersmith & Fulham, Local Voice, 80 Redmans Road, London, E1 3AG

Healthwatch Hammersmith and Fulham uses the Healthwatch Trademark when undertaking our statutory activities as covered by the license agreement.

## The way we work

### **Involvement of volunteers and lay people in our governance and decision-making**

Healthwatch Hammersmith & Fulham is delivered by Local Voice, an independent charity that works to ensure local people's experiences influence decisions about health and care services.

Our priorities are shaped by what local people tell us through community engagement, co-production activities, Community Insight Researchers, volunteers, information and signposting enquiries, surveys and feedback gathered through our Community Insights System.

We work closely with residents, community organisations, NHS partners and the London Borough of Hammersmith & Fulham to understand local needs, identify emerging issues and tackle health inequalities. Each year we review this evidence to identify communities whose voices are less often heard, emerging priorities and opportunities to improve health and care services across the borough.

### **Methods and systems used across the year to obtain people's experiences**

We use a range of approaches to hear from local people, including community engagement, co-production activities, Community Insight Researchers, surveys, information and signposting enquiries, our website, social media and partnership working with local voluntary and community organisations. During 2025/26, we worked with residents across Hammersmith & Fulham to understand their experiences of health and care services and ensure their voices informed local decision-making.

We are committed to hearing from people whose voices are often underrepresented. During the year, we worked closely with diverse communities and local partners to understand the barriers people face in accessing services, with a particular focus on maternal mental health, immunisations and vaccinations, and reducing health inequalities.

We also use demographic information within our Community Insights System to identify gaps in engagement and help ensure a wider range of communities are represented in our work.

This annual report will be published on our website and shared with local partners and community organisations across Hammersmith & Fulham.

# Statutory statements

## Responses to recommendations

All providers responded to our requests for information and recommendations during the year. There were no issues or recommendations escalated to the Healthwatch England Committee, so there were no resulting reviews or investigations.

## Taking people's experiences to decision-makers

During 2025/26, we shared evidence from local people with NHS organisations, Hammersmith & Fulham Council, voluntary and community sector partners and the North West London Integrated Care Board to help shape local health and care services.

Our evidence informed work on maternal mental health, immunisations and vaccinations, primary care access, neighbourhood health and reducing health inequalities. We also worked alongside local partners through co-production and community engagement to ensure residents' experiences influenced service improvement and decision-making.

## Healthwatch representatives

Healthwatch Hammersmith & Fulham representatives attended a wide range of partnership meetings, programme boards and working groups throughout the year. These included meetings with NHS providers, Hammersmith & Fulham Council, the North West London Integrated Care Board, primary care partners, voluntary and community organisations and local health and care partnerships.

By representing local people's experiences at these meetings, we helped ensure that community insight informed planning, commissioning and service improvement across the borough.