

Impact & Performance Report



We value the insight that's gained from analysing many different people's experiences to learn how to improve care.

This quarter we report on our engagement with men in rural West Sussex to help to understand the low uptake of the bowel screening in such communities.



October - December 2022 (Q3)

At a Glance

Making a difference to care



Looking at NHS dentistry

People continue to contact us for help in finding an NHS dentist and our priority work is now starting to gain momentum. We have heard that there needs to be new opportunities, through working collaborative working, to find local solutions to address concerns for children's oral health. Such work needs to address the widening health inequalities in dental care which are unaffordable for some communities and people.

Reaching out



Working with people and communities

We have worked closely with NHS Sussex this quarter looking at the work that is important to people to help inform the priorities to be agreed by the Sussex Health and Care Assembly. Through our outreach work we continue to build relationships with a wide range of local communities, and this helps us in our influencing work.

Providing support



Providing valuable information

We have listened to some hard to hear experiences where the support people needed has left them emotionally raw and struggling. You can read how we have supported people throughout this report.

Impact: Making a Difference

At the start of this report, we highlight some of the areas/topics where we've had the most impact in the last quarter. Healthwatch work has included:

- Sussex's shared priorities
- Supporting NHS Sussex to improve maternity outcomes
- Supporting adult safeguarding practice and information
- Snapshots of follow-up outcomes.

Sussex's shared priorities

As a member of the <u>Sussex Health and Care Assembly</u>, the partnership responsible for setting the strategic direction for Sussex integrated care system, we have contributed to the discussions in the Assembly and in the development of engagement with people and communities around the priorities for the coming year, and beyond.

The Assembly members reflected that there is an ambition to be bold, to realise a strategy that openly reflects the challenges people and services face.

The draft <u>Strategy</u>, agreed at the December 2022 Assembly meeting, sets out the areas that will make the biggest positive difference to people's lives that can be best achieved by working across the whole of Sussex. These are:

- A new joined-up community approach to health and care.
- Growing and developing our workforce.
- Improving the use of digital technology and information.
- Maximising the power of partnership working.



The next step is to create the plan for delivering this Strategy. Local Healthwatch in Sussex are working together, to look at how we can add value at a Sussex-level and will be discussing this with NHS Sussex leads in the coming quarter.

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To the members of the Oversight Group: As Chair of the Sussex Health & Care Assembly and the Chair of NHS Sussex, I would like to thank each and every one of you for your time and contribution to the development of the Sussex Integrated Care Strategy titled very appropriately as 'Improving Lives Together'. As you may have heard, the Assembly unanimously approved the strategy yesterday afternoon.

This has been an incredible team effort in a relatively short time and there were many compliments from Assembly Members yesterday and our Board Members last week about how well the final document reads, but also about the breadth of involvement from our partners and the excellent programme of public engagement across Sussex to inform it.

Stephen Lightfoot, Chair of Sussex Health & Care Assembly

Supporting NHS Sussex to improve maternity outcomes

Local people are at the heart of our work, both in terms of listening to their experiences but also, in being involved in our work. Last quarter we shared how Jane (one of our liaison representatives) who has participated in two perinatal groups (one for Coastal and the other for the North of the County) and how this has led to better information regarding Jaundice in Asian babies. Expectant and new parent stories are anonymised and shared with Jane so she can provide these groups with insight and feedback. We are also taking forward the request of getting more insight around dental care for pregnant people and breastfeeding parents.



I just wanted to write to say a heartfelt thank you to all of you for everything you have done, no matter how small or large, to support and improve the care our local pregnant and birthing people in Sussex receive throughout their pregnancy, birth and in those early days with their baby, whether they are at home or receiving neonatal care.

Sharon, Programme Director, Sussex Local Maternity and Neonatal, System

Improvements can also come from people sharing their experiences when things do not go right. One of the families our Independent Health Complaints Advocates have supported is kindly taking part in a Sussex quality workshop, so that professionals can learn from their experience. You can read more about this in the next quarter's case studies.

Supporting adult safeguarding practice and information

Like Jane, Martin is a local resident who is passionate about health equity and improving outcomes for local people. Martin is a Non-Executive Director on the Healthwatch West Sussex Board and is our liaison with the Adult Safeguarding Board. For some time now, Martin has championed the need for more public information on what the safeguarding board does, etc.

We are delighted to see this being realised, with the announcement that the Adult Safeguarding Board's <u>newsletters</u> include a 'summary of what has been covered in Board meetings, as well as the usual headlines on new policies, procedural, and guidance produced by the Safeguarding Adults Board'.

Martin has been closely involved in developing the Safeguarding information pack (Pan Sussex Resources) through membership of the public engagement task and finish group. This work has been adopted by East Sussex and Brighton Safeguarding Adult Boards.



Snapshots on outcomes

- We were able to highlight a procedural issue that was unnecessarily directing more people to A&E. The system has now corrected this, so that when 111 online directs people to a Coastal Urgent Treatment Centre they can now access this. Previously, people could only do this if they had an appointment. 111 online does not have the functionality to make appointments.
- Our brilliant young volunteer, Hannah, has supported NHS Sussex's Digital Team in developing the following videos, and another
 is on its way: Promoting the NHS App on TicTok
 What you can get on the NHS App on TicTok
- Read about our engagement conversations with men to explore the low uptake of bowel screening tests, particularly in more rural parts of West Sussex. Our report also details how we overcame recruitment of participants challenges. Our report is shown on page 14.

• Providing information and advice in the community:



https://msopc.org.uk/wp-content/uploads/2022/11/Winter-2022-

23-Newsletter-8-page-1.pdf

East Grinstead Community Event

On Monday 31st October, we worked with Healthwatch West Sussex to put on a community event at Kings Leisure Centre in East Grinstead. The event was to offer people information about the local organisations which can help you, including Age UK East Grinstead, Mid Sussex Health and Wellbeing, Citizens Advice, Tapestry Lunch Club, Community Transport Sussex, Apetito, Prevention Assesment Team, Mid Sussex Voluntary Action and Alzheimers Society. The East Grinstead Mayor Adam Peacock opened the event for us, and we were pleased to also have Councillor Julie Mockford and it was great to learn more about each other and how we can all work together in the future.



- Providing support to Advocacy Partners so their complaint is heard and investigated.
- I like to thank you for all your help and support through my tough times. Without your hard work and know how it would have been very different outcome. My family and I truly appreciate everything that you have done for us and for that we are thanking you.

Independent Health Complaints Advocacy Service Partner

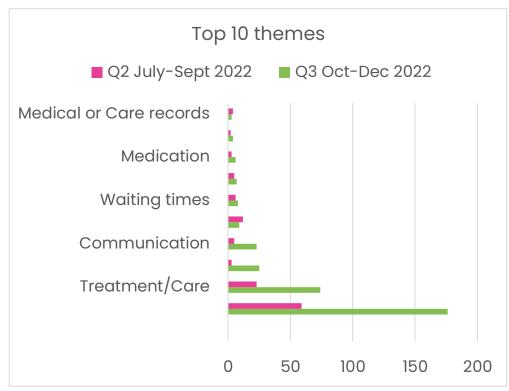
What people are telling us?

We've introduced this section to share the insight from people who contact our Helpdesk for information, signposting and advice.

The total number of interactions logged by the Helpdesk for all services in West Sussex: 176 (slightly up from previous Quarter) from 402 enquiries. 72 were via telephone and 89 email and 15 from the website, plus 210 voicemail messages. (Note figures do not add up to 402, due to follow-up calls/emails, etc.)

The average time spent on recorded calls, including research was 33 minutes (slightly higher than the previous report), the longest time spent dealing with a call was 83 minutes.

The team provide a wide range of signposting to support our residents, including to: 111, direct to GP surgeries, General Dental Council, social services, community support groups and organisations.





Case study - 40-minute call illustrates how one topic can lead to another.

Barbara called with a vaccination question and received support. She went on to share she is waiting for scan results and felt there was something very wrong, which was impacting her mental health. We suggested 'Time to Talk' and how she could self-refer to this service. Barbara said she had already tried this. She also told us her GP would not prescribe anti-depressants, as they didn't want her to become addicted to them, but she said she would rather be addicted than feel as she did. The Helpdesk urged her to contact her GP again. She described how difficult it was to get an appointment-having to explain to the receptionist, then a triage nurse and if she got an appointment, having to repeat everything to the GP. They only allowed patients to discuss one issue per appointment. We suggested trying 'Time to Talk again and perhaps speaking to a different GP this time. The caller shared that she had previously paid to see a private GP, which she may do again. Thanks, exchanged.



Progressing our Priorities

You can find details of our 2022-2023 priorities here.



Update on adult social care priority

The West Sussex Adult Social Care Strategy – The Life You Want to Lead is available here.

We are keen to support the Council to continue to work and engage with local people to deliver on this strategy, whilst recognising the extremely challenging workforce issues within social care. We are meeting with commissioners to discuss how this will work when looking at day services, and employment support services, going forward.



Community collaborations

Throughout the third quarter our Community Partnership Lead (LCN) has joined webinars with the Local Community Networks across West Sussex. Local Community Networks is partnership covering each district and borough area (so there are six LCNs). Focused on tackling local health inequality priorities, and we are actively working on a number of sub-groups in particular the Crawley Lens work. This has involved the sharing of numerous academic and Healthwatch reports, reviewing reports and meetings. The Crawley Lens work is an enabler, a vision to reduce inequalities, improve access and respond to what the people of Crawley have identified as their needs and challenges. This work is at an early stage of development.



On the 31st October, in partnership with <u>Mid Sussex Older People's Council</u> and <u>Places Leisure Kings Centre</u> East Grinstead. The Mayor of East Grinstead Cllr Adam Peacock and Cllr Julie Mockford attended this multi-agency, community event. They enjoyed speaking with the fifteen stand holders and attendees.

- Our engagement team attended the Swanfield Community Centre Chichester event part of the Chichester Local Community Network. This was a multi-agency event around cost of living issues and an opportunity to speak with local people.
- Joined <u>Skills for Care</u> Webinar to discuss training.
- Joined Midhurst Macular Group to discuss health and care services.
- Gave two presentations at <u>Crawley Collage</u> T-level students, to talk about how the health and care system works.
- We supported <u>Chichester University</u> Student Union Movember two events in November at their Chichester and Bognor Campus.
- Popped up at <u>Crawley Library</u> in November to talk with local residents.
- Attended the launch of the <u>Midhurst Community Hub</u>.
- Partnered with the <u>West Sussex Prevention and Assessment Team</u> at <u>Lancing Library</u> in December.
- Joined the Health and Wellbeing Worthing event provided by <u>Community Works</u> for the voluntary sector in December. A great opportunity to meet with people.
- Joined a focus group on Reinventing <u>Borde Hill Gardens</u> health and wellbeing project in December.
- Completed the Armed Forces Champion Training in December, to help better engage with this community.
- Joined <u>Community Transport Sussex</u> Horsham District Buddy Scheme event in Swan Walk in December. An opportunity to chat with new volunteers and shoppers.



NHS dental care

Before Christmas, Healthwatch in Sussex prepared a short public 'poll', to run throughout January 2023. We have looked at responses before closure, to provide up-to-date information to the West Sussex Health and Adult Social Care Scrutiny Committee, as part of the evidence gathering on 19 January.

As part of our evidence, our volunteers are looking at NHS.uk to see if local NHS dental practices have updated their information so that local people can see which practices are taking on new NHS patients. This is a requirement from November 2022.



Youth mental health

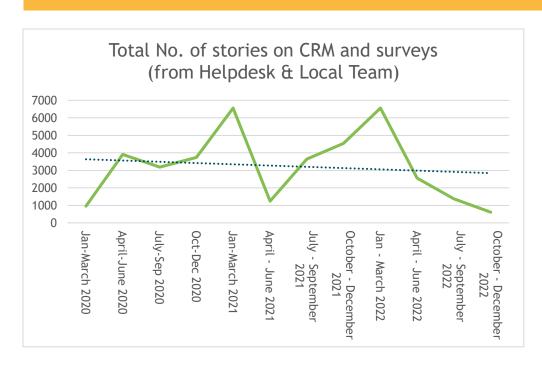
We have continued to provide NHS Sussex with insight from young people and their families. Our youth volunteers are working directly with our integrated care system to offer lived experience support to digital and new initiatives.

NHS England has now public <u>Core 20 plus 5 - An</u> approach to reducing health inequalities for children and young people and as you can see from the image there is a need to improve access rates to children and young people's mental health services for 0-17 year olds, for certain ethnic groups, age, gender and deprivation. The newly formed Sussex Children Board will no doubt be keen to discussion how to improve access in this area, along with the other four clinical areas: Asthma, Diabetes, Epilepsy and Oral Health.



We are committed to public and stakeholder engagement and transparency. You can find our reports, on our website www.healthwatchwestsussex.co.uk

Service and Activities



Our insight this quarter dropped for two main reasons, holidays/ill health in the team, and delays in progressing work due to system pressures.

Please also note our communication lead, Cara left and therefore we had a period of time where we were not putting out our standard volume of media. Kerry has now re-established our social media presence.

Listening to peoples' lived experience is a privilege and we are careful to protect and respect people who take the time to share their stories. Many times, people are emotionally raw and are struggling to find support.

Asha in our Helpdesk Hub recalls one example this quarter; where a bereaved wife shared how she was battling with guilt. Questioning herself as to whether she could have done anything more. She said that she keeps herself busy and that she can't allow herself to think of her husband as she collapses when she does. This conversation also reveals the struggle some people face when trying to get support. We discussed other support, i.e. Cruse, but the lady said she had contacted them but they had asked her to go online and she shared that she is not very good with IT. With her permission we completed the Cruse enquiry form and submitted it to the local branch for support.

Information, Advice, Communication & Engagement

We have supplied to residents, their family and friend carers, community partners and Integrated Care System stakeholders, through all of our communications channels:		Key performance metrics for current and previous quarter		
		Q2 July - September 2022	Q3 October – December 2022	
Enquiries to Helpdesk/frontline team through all channels		1366	1158	
People signposted to IHCAS for ongoing advocacy support		17	12	
Number of people engaged with (all channels)		17,754	14,231	
Number of engagement/influencing occasions		652	586	
No. of stories/accounts recorded on CRM and surveys by Local Team & through Community Partnerships		1,366	608	
Number of community partners engaged with		1231	986	
Active community collaborations		36	37	
Reports, Spotlights, and case studies		9	5	
Website visits		TBC	8,043	
Facebook: & Instagram	Followers Posts Reach	973 16 1,276	992 35 2,414	
Twitter:	Followers Posts Reach	1800 30 4555	1,792 35 4,300	
Heads Up briefing subscribers		1250	1,260	
External publications (hard copy and digital)		5	3	

Involving Local People

Involving local people in designing and delivering our core	Key performance metrics for current and previous quarter		
responsibilities and work is critical to the success of this local Healthwatch:	Q2 July – September 2022	Q3 October - December 2022	
Volunteers	65	58	
Roles covered by volunteers	106	98	
Volunteering interactions (meetings, events)	466	402	
Volunteer support hours	481	486	
Healthwatch Board Independent Directors	240	250	
Estimated value of volunteers **	£29,650	£30,900	

^{**}Estimate based on £25 per hour for volunteers who usually work at a high level and £75 per hour for Independent Director volunteers. More virtual meetings reduced the need for travel hours so although a slightly lower number of hours, it reflects increased direct activity.

During this quarter:

We continue to sustain a good level of engagement with volunteers, who have taken part in:

- Collecting and sharing insight from local networks and social media identifying themes and emerging issues
- Representing Healthwatch and amplifying local people's voices at committees, forums, networks, and other meetings
- 1:1 and small group volunteer meetings with Volunteer Lead (in person / virtual) including a festive drop-in
- Young person system meeting in Brighton
- · Visit to Southlands Hospital, working with the Community Diagnosic Hub Programme Lead

Reports and Publications

Please note that draft reports are shared with our Integrated Care System partners for comment and consideration before publication, this allows us to build on the information and give services the right to reply and respond to any draft recommendations.

Due to changes in our communication personnel this quarter, the volume of publication is less than usual, but this will change in the next quarter. We have therefore added detail on page 17 to show the communication plan from December 2022 and into January 2023.

The following were published this quarter:

Cancer



Exploring low uptake of bowel screening by men in rural West Sussex

July 2022

We were asked by NHS Sussex to explore with men living in rural West Sussex their attitudes towards the Bowel Cancer FIT Test, as the data from the Bowel Screen Hub 2018-2021 showed a notable low uptake in this demographic.

Our report shows how we adapted our engagement and the valuable learning from our conversations with both men and women in rural areas of West Sussex. Our findings have been well received by the Cancer Alliance Group in West Sussex and will hopefully lead to exploring different ways of engaging men to increase the take up of this test – as early detection leads to better outcomes.

Youth Support



Hannah our youth volunteer visited colleges during Freshers Fair week

November 2022

Over the <u>week of Freshers' Fairs</u>, Healthwatch West Sussex visited four colleges that are part of the Chichester group, Haywards Heath, Brinsbury, Chichester and Worthing. Hannah was part of our team and shared: "Overall the students were very engaged and happy to share positive/negative experiences.".

Hannah has since had the opportunity to share the learning from these conversations directly to Stephen Lightfoot, Chair of NHS Sussex. We are delighted that these conversations will continue.

Spotlight on other services:



Cancerwise

December 2022

CancerWise provides support services for people diagnosed with cancer, their families, children aged 4-17 and carers. Clients can access a variety of complementary therapies, counselling, specialist support groups and exercise classes to help people to live well on a day-to-day basis.

Healthwatch West Sussex



Heads Up - Keeping people up to date on health and social care.

December 2022 Heads Up



<u>Impact and Performance Report Q2 - July to September 2022</u>

November 2022

A summary of the breadth and depth of our work from July to September 2022, issues/concerns, and our forward plan for the next 3 months.

Spotlight on our Communication Activities

What's gone out on social media in December?

- · Get the help you need #nhslll
- · NHS staff planning industrial action
- · Looking after our mental health
- · Boost your immunity
- Healthwatch: sharing feedback, advice and thanking volunteers
- · Seasons Greetings
- · Happy New Year





What's going out on social media in January?

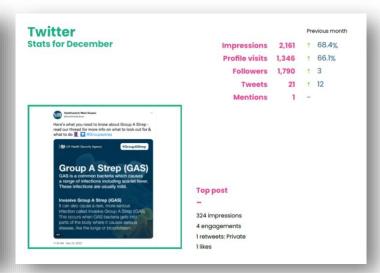
- Heads Up
- Dentist Report
- Love Your Liver Month 2023 [month]
- Dry January 2023 [month]
- 3 January Festival of Sleep Day
- 14 January STIQ Day
- 16 January Blue Monday
- 23-29 January Cervical Cancer Prevention Week
- 27 January Parent Mental Health Day

Awareness Weeks/Days coming up for February

- LGBT History [month]
- 3 February Time to Talk Day
- 4 February World Cancer Day
- 7-13 February Children's mental health awareness week
- 7-12 February Student Volunteering Week
- 28-6 March Eating Disorders Awareness Month.







Independent Health Complaints

Our advocates have supported patients, their family, carer	Key performance metrics for current and previous quarter		
and friends and community partners. Also, offered learning to our Integrated Care System stakeholders from experience of supporting people to raise concerns.	Q2 July - September 2022	Q3 October – December 2022	
One off information, advice, and support	18	44	
New referrals for support	43	63	
People on waiting list	0	0	
Advocacy support concluded	26	25	
Ongoing advocacy support cases	104	98	

As we have reported previously the impact on the NHS because of the pandemic has continued to have a direct impact on our advocacy service, e.g., slow referrals, and difficulties in concluding advocacy, particularly when trying to arrange local resolution meetings – has not changed as NHS Sussex continues to be in 'business continuity'. This creates more support needs. We are also anticipating an increase in referrals over the coming months, to reflect the excess demand on the NHS, that led to declaring a critical incident. Advocates are asked to manage their partners' expectations and to work with the system to ensure there is timely communication to complainants.

Between October and December, our advocates have supported West Sussex residents, including:

• It has been a busy few months for our advocates, they supported their advocacy partners in local resolution meetings with various Trusts on behalf of children and adults. One example was around the complaint that multiple GP referrals had been

- rejected by a Child Development Centre. Following the meeting it was suggested by staff that a new referral should be made, and tips were provided to help support the referral.
- Our advocate and partner have supported NHS Sussex to learn from lived experience detailed in a complaint. This was a complex complaint with two serious incidents (SIs). The complaint at the local level is finally finished and a case study has been written with the support of the family, for the Trust to use at workshops to educate staff. The case study will be published in due course.
- We escalated concerns following three similar complaints about CAMHS to NHS Sussex, and support is ongoing with these families to try and find a resolution.
- An advocate attended an inquest following 18 months of support with complaint and SI reports and will continue with an application to the ombudsman.
- Thank you so much for all your help, if it wasn't for you, all this would have never happened, and we still would be fighting the surgery now.

(West Sussex Advocacy Partner, Complainant)

Learning for the NHS

#NHSlearning #livedexperience

- Over the years we have worked with GP Practices to make sure that the IHCAS service details are visible on their websites.

 Most do this well. As a consequence, we do receive emails from local people where the narrative suggests that the person believes they are writing directly to the practice. Where this happens, we make sure the person has clear information on how to have their concerns reported to the practice or have the option of advocacy support.
 - For example, this quarter a concerned father emailed us. From the email the family had only managed to get an appointment for 11 days from contacting the practice to seek support for their pre-teen, who was having suicidal thoughts. As well as providing the correct email address for raising a concern, we gave the father alternatives ways of getting support.
- During advocacy awareness week in November, Katie wrote a reflective case study on the support she has provided Eric following the death of his wife in August 2017. It took five years for the complaint to be completed, and you can find more details here.

Finance

Finance and Performance Board Sub Committee and Actions

Wherever possible we continue to pursue additional commissioned work and social enterprise opportunities to support us to deliver our work, tackle inequalities and influence to improve health and social care outcomes for people and communities.

The finance subcommittee meets on 14 February 2023 to scrutinise:

- Contract performance (as detailed on pages 58-59 of Contract). Performance shown here.
- Finance report (internal document)
- Risk Register (internal document).

This sub-committee provides a summary of the discussion to the Board at the public meeting.

Contract annual target for 2022-23 Q1-Q3		Actual for 2022-23	Access %
Enquiries to helpdesk	992	1177	19%
Insight stories	1937	4527	134%
People engaged with	63047	52,212	-17%
IHCAS new case	205	160	-22%
IHCAS cases closed	205	101	-51%

Note:

The IHCAS performance is falling below the expected KPIs. However, this reflects the pressures and responsiveness of the NHS. We are anticipating that there will be more referrals in the next quarter as a consequence of the pressure facing the NHS and therefore should meet the required target on new cases.

Looking Forward

Continuing to pull together this winter

As anticipated, and regularly discussed in the national media, the NHS has experienced demand above and beyond the current resources. With the NHS and social care under extra pressure this winter, we need to hear local peoples' experiences of care to help services understand what is working and spot issues affecting support (example shown on page five).

On 12 January 2023 Healthwatch England's national director, Louise Ansari, responded to the latest NHS performance stats. The waiting list for routine NHS care has fallen for the first time since the pandemic began. However, 7.19 million people are still waiting for hospital treatment, such as hip and knee replacements. This includes an estimated 1,423 people in England who have been waiting more than two years to start routine hospital treatment at the end of November. Meanwhile, the number of patients waiting more than 12 hours in A&E for treatment has exceeded 50,000 a week for the first time.



Pressures on the NHS right now are intolerable, with patients and staff paying the price.

Over the Christmas period we received feedback from a nurse detailing her experience, which summed up many of these pressing issues. She told us when she experienced uncontrolled bleeding she did everything in her power not to go to A&E. She rang 111, she rang her GP, she spoke to the pharmacist, but repeated missed attempts to help her early left her having to go to hospital. She spent a total of 14 hours waiting for a bed, and even that was in a corridor. With no curtain, no bell, and no privacy.

As today's statistics show, her experience is just one among over 50,000 in December alone. Patients don't blame the NHS but they urgently need to see a clear plan on how services intend to get things back on track, to restore public confidence that the NHS will be there for people in their hour of need."

Louise Ansari, Healthwatch's National Director

Local Healthwatch in Sussex are working together to draft a delivery plan for how it may be possible to support the priorities of our integrated care system at a Sussex level going forward.

Changing behaviour in the cost of living crisis

Healthwatch England's new data revealed in their recently published <u>briefing</u> shows a worrying increase in the number of people avoiding vital care. The findings of a Tracker Poll (running from October to December 2022) suggest people are increasingly avoiding NHS appointments and prescriptions, due to fear of extra costs. Healthwatch has called for urgent action from government and health and care services to ensure rising costs are not a barrier to healthcare.

The number of people who avoided an NHS appointment due to the cost of travel doubled to almost one in 10, 11%, in December, up from 6% in October.

The poll also found that in December:

- Over one in ten (11%) have avoided booking an NHS appointment because they couldn't afford the associated costs, such as accessing the Internet or the cost of a phone call; up from 7% in October.
- 15% of respondents avoided going to a dentist because of the cost of checks ups or treatment, an up from 12% in October.
- And one in ten (10%) people have also avoided taking up one or more NHS prescriptions because of the cost, up from 6% in October.
- One in ten (10%) avoided buying over the counter medication they normally rely on, up from 7% in October.

Recognising this is national data and that West Sussex is considered to be a more affluent County, we need our integrated care system to be mindful there will be West Sussex residents who may well be changing their health behaviours due to fear over extra costs. We will use our influencing opportunities to promote the suggestions made by Healthwatch England:

- offering over the counter medication on prescription based on ability to pay
- raising awareness of travel reimbursement schemes and patient transport services
- ensuring people who need them take up social tariffs for phone and broadband

Issues and Concerns

The two main themes from our insight remain access to GP-led Services and dentistry this quarter.

We have been able to have meaningful discussions in regard to dentistry and will be taking part in the proposed new Sussex Dental Working Group planned for March 2023. It is recognised that much of the NHS dental challenges can only be addressed nationally, but it is clear that working collaboratively with local dentists and NHS Sussex can create greater flexibility in how the dental budget is spent to address health inequalities and improve information for the public.

Contract: We continue to work with West Sussex County Council to evidence our commitment for achieving the best value return on the contract investment, along with our desire to work collaboratively.

When setting forward priorities we will be robust in identifying where we can add value to the health and care priorities of West Sussex, and where we may need to work on other themes/priorities that are led by insight from our people and communities.

Board meetings

Board meetings are held in public the meetings are hybrid (in person and virtual). Future meeting dates are:

- Wednesday, 22 February 2023 11.30am -1.30pm (Q3)
- Wednesday, 17 May 2023 (Times to be confirmed) (Q4).