

Activity and outcomes quarterly report

Quarter 2: July - September 2018

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What we do



We are an independent organisation that gives people a voice to improve and shape services and help them get the best out of health and social care services.

We engage with and listen to what people from all parts of the community say so that we can offer reliable evidence that can be trusted. That way, we will have the credibility to speak with a voice that is heard and taken seriously by decision makers.

Getting out and about and hearing from the people of Surrey

Our community engagement work enables people to share their views and concerns about local health and social care services. This can include using our 'enter and view' powers to visit health and social care services across Surrey.

Influencing change and improvements

We provide evidence-based feedback to commissioners and providers to influence, inform and, if necessary, challenge decisions and plans. This includes reports and recommendations to influence the way services are designed and delivered.

We can also report concerns about the quality of care to the Care Quality Commission so they can take action.

Information, signposting and advice

We provide, or signpost to, information about local services and how to access them through our telephone helpdesk (0303 303 0023), local Citizens Advice, website and social media.

Independent health complaints advocacy

In partnership with Advocacy in Surrey, we are able to provide free, independent support and assistance to people who might need support to make a complaint about an NHS service. We work to ensure people can represent their own interests as far as possible and not to offer advice on how we think an individual should act.

News highlights

Meet our new team members



Zoe Harris, our new Volunteer Officer, joined the team in July 2018. Zoe is already working hard supporting our existing volunteers and recruiting new people to volunteer with us. See pg.15 for an update on our volunteer activity.



Katharine Newman joined us in September as our Projects & Engagement Officer. She has already been involved in engagement events and has lots more engagement and outreach planned for Q3.

Healthwatch Awards 2018

Ground-breaking work to involve local people in the delivery of their health and social care services, pioneered by Surrey Heartlands in partnership with Healthwatch Surrey, has won a national award.

The Healthwatch England award category 'NHS 70' was designed to recognise NHS or social care organisations, teams or individuals who have put people at the heart of their care.

Healthwatch Surrey highlighted how Surrey Heartlands are leading the way in giving local people the opportunity to co-design health and care service improvements through a 'Citizen-led Engagement and Communications' approach.

Our team collected the award at the Healthwatch England Annual Conference this month.



Citizen Ambassador Update

In August, our 6 Citizen Ambassadors came together to discuss and share their experiences of the role so far. They are now busy booking in various engagement events across the Surrey Heartlands area, gaining feedback for the relevant workstreams (Cancer, Musculoskeletal, Out of Hospital, Women and Children, Cardiovascular and Digital Transformation). We are currently recruiting a Mental Health Citizen Ambassador and hope the new person will be in post during Q3.

Exploring the views of parents whose children have special educational needs & disabilities

In Spring 2018 we attended a support event in East Surrey for parents of children with special educational needs and disabilities. At the event parents shared some of the challenges they face in accessing health, social services and education for their children.

While the group was small the same problems were repeated from family to family, and their voices provide a unique and valuable insight into the reality of their experience and can be found on our website.

Key dates and plans for the next three months

Healthwatch Surrey Board Meeting in public

Tuesday 22nd January 2019

Cranleigh Village Hall Village Way Cranleigh GU6 8AF

2.00pm - 4.00pm All Welcome

Engagement events in Q3

During the next three months, our engagement team will be across Surrey to hear your experiences of health and social care.

- Woodbridge Hill GP, 7th November, 10am - 12pm
- Tandridge Council offices 22nd November 10am-12pm
- Frimley Green Surgery, 27th November, 10am - 12pm
- Ashford Hospital, 28th November, 10am 12pm
- Fairlands Dental Practice 26th November 10am-12pm
- Shadbolt Surgery 4th December, 10am-12pm
- St Peters Hospital, 5th December, 10am 12pm
- Farnham Hub 14th December 10am-12pm
- Frimley Park Hospital 20th December 2018, 10am - 12pm

For further details of these and other events, or to share your experiences with us online, please visit our website.

Publications

The following reports relating to our key priority areas will be produced in Q3:

- Mental Health Impact Report
- Abraham Cowley Unit Enter & View Report

Care Homes report published

In Spring 2018, Healthwatch Surrey visited 20 care homes and spoke to the residents, their friends and families,

and care home staff about mealtimes.

We published our report 'What I want...within reason' in May. We sent our findings and recommendations to 421 care homes in Surrey, we have received feedback from many of these to include in the report. We found that 88% of homes agree the report



is 'helpful/very helpful' and 74% of homes agree they will take action as a result of the report. You can read the full report on our website.

NHS Winter Wellness - Help Us Help You

During Q3 we will be helping to promote the NHS winter wellness campaign Help Us Help You.

The communication is designed to bring together messages about flu, staying well this winter, NHS 111, pharmacy and extended GP hours. More information can be found at **nhs.uk/staywell**



Raising awareness of our work

Webpage views - We had a massive 12,348 web page views and 3,400 unique web visitors in Q2.

👎 Facebook likes: 552 +6.15% 💟 Twitter followers: 2584 +2.66% 🚫 E-bulletin subscribers: 841

Campaign Highlights

We can't be an effective Healthwatch unless people know about us when they want to share an experience. Therefore, raising awareness is an important part of our work.

This quarter, our campaigns focussed around the publication of our Annual report in July and promoting this as part of the Healthwatch



national awareness month. Over the summer we have had recruitment campaigns for our Communications Officer role and 5 Independent Non-Executive Directors to join

our Board. The recruitment activity led to increased engagement on our website and social media with over 15,000 people seeing the promotion on Facebook and over 500 clicking on the posts for more details. We also promoted the release of our care homes impact report with a short video in September.

Awareness Initiatives

As part of the care homes impact report we sent out copies of our report and poster to 421 care homes in Surrey. We distributed over 2000 leaflets during the quarter.

This guarter we continue to raise awareness through partner charity newsletters, leaflet handouts and through online media platforms. We have also attended the Surrey Heath CCG AGM meeting and the Surrey Heartlands Maternity Voices Partnership event. We also presented at a celebration of NHS@70 to over 100 people at Fordbridge Centre in Ashford.

Healthwatch Surrey in the media

We called on the ambulance service and commissioners of the service to do more to improve ambulance response times to calls that are not immediately life-threatening during an interview with BBC Surrey. We shared two recent case studies of frail elderly people waiting for hours in pain.

Healthwatch England Annual Conference 2018

In addition to picking up one award and achieving runner up in a second award, the team attended various workshops. These included; 'Putting the right communications in place', 'Inspiring young people to get involved' and 'Mental Health support: How far have we come'. This was a great opportunity to network, meet our new national Chair Sir Robert Francis and discuss ideas and suggestions from other Healthwatch across England.



Getting out and about and hearing from the people of Surrey

Listening Events

We have enjoyed holding events all across Surrey throughout Q2 to hear your experiences and views. We heard from people at high streets, GPs, district hospitals and other community locations such as sexual health clinic and a blood donation centre.

High Streets

We visited Leatherhead High Street to speak to shoppers, families and workers about the health and care services they use.

Hospitals and GPs

We visited a number of services in Q2 including:

Crondall Surgery, Merrow Park Surgery, Chobham & West End Practice, Tadworth Medical Practice, Pond Tail Surgery, Royal Surrey County Hospital, Cranleigh Hospital and St Peter's Hospital, Epsom Hospital, East Surrey hospital and Molesey Community Hospital.



We also visited a number of other service providers in Q2 including: Reigate Blood donation centre, Earnsdale Sexual Health clinic, Catalyst at St Peter's Abraham Cowley Unit and the Sure Start Centre in Cobham.



Leatherhead High Street with Citizen Ambassador Martin Edge



Crondall GP with volunteer Nikki Wilson.



What we've heard

We analyse what we've heard

We heard 1,347 detailed experiences during Q2 through our Helpdesk, Citizens Advice Healthwatch Champions, Independent Health Complaints Advocacy and our various engagement events and meetings.

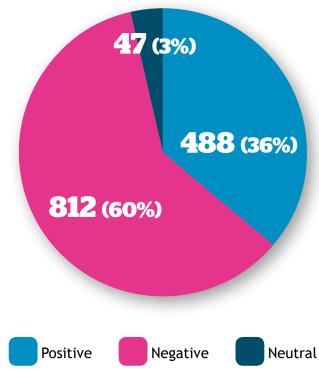
60% of experiences received were negative. The majority of experiences were about hospitals (39%) and GPs (35%).

The highest proportion of **positive** sentiment was about clinics and the highest proportion of **negative** sentiment was about mental health.

812 (60%)

What we've heard most about

Service	Positive	Negative	Neutral	Total
General Practice	137	247	7	391
A&E	37	61	5	103
Mental Health (adult)	10	57	5	72
Cancer Care	38	23	4	65
Inpatient care (Hospital)	17	36	2	55



We spoke to 180

people about their experiences of hospital. A&E was the most talked about department (96 experiences).

People were most positive about their experiences of outpatient services (32 positive experiences out of 46).

See page 11 for discharge checklist.

We heard 22 negative experiences out of 25 about inpatient care.

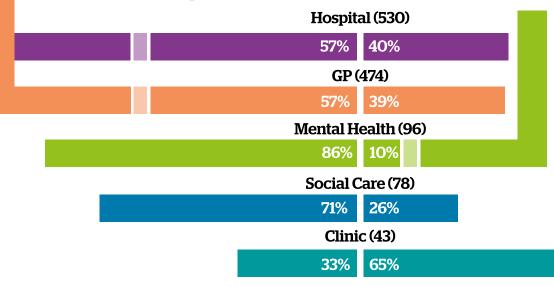
27 out of 31 experiences we heard about CAMHS were negative. 87% negative vs 97% negative last quarter.

See page 11 for an update on our mental health priority.

We visited;

Merrow Park Surgery, Guildford Pond Tail Surgery, Godstone Chobham & West End Medical Practice, Woking Crondall New Surgery, Farnham Tadworth Medical Centre, Epsom to listen to people's experiences. See page 7 for engagement details.

Negative experiences Positive experiences



(As a proportion of all comments about the topic. Other comments received had a neutral sentiment.)

We raised issues and concerns as a result of what you told us

We record feedback and suggestions we get (from meetings and events, people contacting their local Citizens Advice and through our website, Helpdesk, e-mail, social media). We use the feedback in a range of ways:

Escalations

Through the work of the Escalations Panel, we escalated 7 individual issues: 3 experiences to commissioners, 4 experiences to providers. We have escalated 3 experiences with MASH and CQC that were issues of immediate urgent concern.

Taking the voice of local people and sharing it in local decisionmaking forums

- €Health & Wellbeing Board
- Health, Integration and Commissioning Select Committee
- NHS England Quality Surveillance Group
- Safeguarding Adults Board
- North West Surrey Primary Care Co-Commissioning Board
- Surrey Heartlands Joint Committees in Common
- Surrey Heartlands Quality Committees in Common
- Children & Young People's Partnership Board
- (East Surrey CCG) North Joint Quality and Safety Committee

Total number of stories shared

52 stories were shared as part of our regular WWH meetings which includes 38 experiences shared with CQC in our quarterly meeting. These are issues that are not of urgent concern.

An additional 9 experiences were shared to contribute to CQC inspections.

13 experiences about stroke services were shared with the Adults and Health Select Committee.

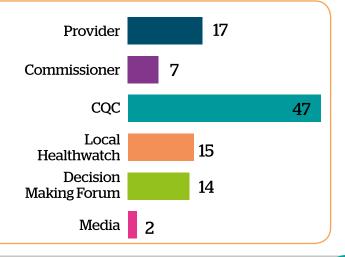
2 experiences about Ambulance response times were shared with BBC Surrey.

Key Outcomes 1

We provided support and challenge at Surrey Safeguarding Adults Board, making the observation that a much lower proportion of adult safeguarding concerns are investigated for people using mental health services. We challenged the Board to seek clarity on why this is the case.

Key Outcomes 2

We presented findings of our reactive Enter & View visit to Abraham Cowley Unit to the service providers Surrey & Borders Partnership NHS Trust (SABP). SABP provided assurance that work is underway to address the issues within the report. A paper has been provided to the SABP Board to highlight the concerns of the Executive Team.



Priorities



In order to maximise our impact, we focus our work on a number of priority areas. We review these each year to ensure the issues remain relevant and that we are able to have a positive effect on services on behalf of people in Surrey.

Overwhelmingly positive response from care homes to our report 'What I want…within reason'

We sent our report 'What I want...within reason" to all care homes with council funded residents in Surrey, requesting their feedback. As of October 2018, we have received 62 feedback forms, and the response has been overwhelmingly positive. 9/10 care homes told us they found the report helpful and 7/10 have made changes as a result.

Care homes have shown they are passionate about the mealtime experience. They are already working hard to ensure their residents get the most out of mealtimes, but still took up the new ideas and suggestions in the report with enthusiasm. "I like the idea of a feedback book", "I will socialise with the residents at lunchtime as often as I can and will encourage my staff to do the same", "we will replace the bibs with big napkins, much more dignified" were typical comments.

We will start planning our next care homes project in the new year.

Do you have a view on our next 'early intervention in mental health' project?

Our report 'How to Help...' was published this summer and we are now soliciting formal feedback from commissioners, providers and other key stakeholders. This impact will be reported when the consultation is complete.

We are excited to be starting the search for our next

We are progressing our Care at Home project

Person-centred care lies at the heart of our social care system: but person-centred care can only be delivered if providers are listening and responding to their users. As experts in listening, Healthwatch Surrey's first project in our Care at Home priority is to investigate the power of the voice of users of paid-for domiciliary care.

This will be a two-phase project: we are making good progress with Phase 1, which is an examination of the systems in place designed to ensure care users can be heard. With the help of Surrey County Council, we are talking to Care Agencies about their day-today experiences listening to clients, and this insight is being reviewed alongside their formal processes and the statutory project and want to hear from you about your concerns, experiences and questions. Do you know of a seldom-heard group who would benefit from our focussed listening? Do you have a colleague who would be keen to contribute? Please get in touch, see pg.20 for our contact details.

requirements of commissioners, the CQC and other bodies. A report will be published before Christmas.

Hospital Discharge Checklist V2 Goes Live

We were excited to take delivery of our revised Hospital **Discharge Checklist early** in October. The checklist is designed to empower patients at their discharge by suggesting questions and information to consider before they leave hospital. The first checklist was published earlier this year and enhanced following feedback from trialists. The new version will be distributed to Royal Surrey County Hospital OPU in the first instance, and we are very happy to share it with any hospitals. A list of the questions is available on our website.

Information, signposting and advice

Our information and advice service helps to signpost people to the right health or social care service or organisation for their needs (such as: Age UK, Mind, Care Quality Commission and Social Services). We can also offer information if they want to share their experience or make a complaint.

Our specially trained Healthwatch Champions can give face-to-face advice from five Citizens Advice offices, as well as a dedicated Helpdesk telephone number for people to call in confidence. 902 people have received help via our Helpdesk and our Healthwatch Champions this quarter.

0303 303 0023

Face-to-face

802

Helpdesk

100

Support preparing for heart surgery

"Alan and his wife were feeling overwhelmed by all of the information that they'd been given about Alan's upcoming heart surgery. They took all the documents they had to their local Citizens Advice for help. Their advisor showed them in detail everything they needed to know and advised Alan that he should arrange a double appointment with his GP to talk about the likely outcomes and concerns of the impending operation. Alan will be returning to Citizens Advice to get more support on the legal aspects."

Help registering for an NHS dentist

"Joe had been suffering from tooth problems for months. He couldn't see his previous dentist as they were no longer accepting NHS patients and he didn't know what to do, so asked his local Citizens Advice for help. His adviser found two options of dental practices for Joe and he asked if they could help him to register. The adviser called one of the practices and helped Joe to get registered and make an appointment which Joe was happy with."

Help appealing a prescription charge

"Karen was claiming Job Seekers Allowance which entitled her to free prescriptions whilst she was looking for a job. Her benefits changed when she decided to set up her own business and she didn't know that she was no longer entitled to free prescriptions and received a fine. The prescription charge was for £17.20 and the penalty on top of that was £86. Karen could not afford to pay this fine and felt that it wasn't fair as she didn't know that she had to pay for prescriptions. She visited her local Citizens Advice who contacted the NHS Business Services Authority who agreed that they could waive the penalty charge if her GP could award her a medical exemption certificate due to her chronic condition. Karen's adviser helped her to complete all of the relevant documentation."

Help arranging hospital transport

"Patricia was given an outpatient appointment at Horsham Hospital. She'd tried to get an appointment at a hospital closer to home but was told it couldn't be changed. Patricia doesn't drive so she asked for help to arrange transport and was given some phone numbers to try. When she tried calling, she was told that she was out of their area by most companies. Patricia called the Helpdesk who researched her options and advised her to try local Good Neighbours. Patricia called back and told the Helpdesk that she had been able to book transport thanks to their help."

Help escalating concerns

"Rebecca's mother, Kathryn, lives in a care home and suffers from Alzheimer's and Dementia. Her condition has been deteriorating for some time. Rebecca sought advice and asked that a Continuing Health Care checklist and a full nursing assessment be carried out. It took approximately 5 weeks for the district nurses to agree to do this. Kathryn scored highly on the checklist and so was deemed as an urgent case. Rebecca was assured that the report would be completed and sent the next day. Three months later this had still not been processed and in the meantime the Kathryn's health had deteriorated even further. Rebecca contacted the Helpdesk for some advice on what to do next. The Helpdesk gave her options on where to escalate her concerns and links to the information she needed. Rebecca followed this advice and reported that Kathryn is now on a fast track and her assessment is due next week. Rebecca was very appreciative of the help given."

We help and support with NHS complaints



Our independent health complaints advocacy service helps people to make complaints about an NHS service. We provide free, confidential, independent support and assistance to anyone living in Surrey who needs to make a complaint.

People can use the service to make complaints about hospitals, GPs, mental health services, nurses, pharmacists, dentists, opticians, 111, walk-in centres, NHS-funded private care and more.

The most common complaints our advocates helped with in Q2 were around hospital and GP surgeries.

Help making a complaint after child birth

"Anita was booked in to be induced in hospital to have her baby. This resulted in a C-Section that Anita felt was unnecessary and she was left unhappy with her birthing experience as a whole. Anita contacted the Independent Health Complaints Advocacy service for support. Her advocate prepared a formal complaint letter to the NHS trust. Anita wasn't happy with the response that she received and decided she wanted to request a Local Resolution Meeting (LRM). The advocate helped her to put together an agenda and communicated with the provider about this. When a suitable date was found the advocate supported Anita at the meeting and later contacted her to discuss what she wanted to do next. Anita decided that she wanted to go to the Ombudsman as she wasn't happy with the provider's response after the LRM, and the advocate is continuing to assist."

Name changed to protect identity



Our advocacy service is now provided by Surrey Independent Living Council (since April 2018).

Tel: 01483 310500 SMS: 07704 265377

Email: nhsadvocacy@surreyilc.org.uk, www.surreyilc.org.uk

Our volunteers

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Volunteer Teams:

The Surrey Heath volunteer team welcomed two new volunteers this quarter. They have created a directory of community groups who meet in Surrey Heath and plan to visit at least 3 of these groups to raise awareness and gather experiences in Q3. They are very active in supporting our staff team at events and meetings and took the lead in running their own listening event to gather experiences at Lightwater GP Surgery in August. The group also attended the Surrey Heath AGM with Healthwatch staff in September.

5 volunteers have joined our newest local area volunteer team in Guildford and Waverley. The group will be working together to alert us to local issues, listen to what local people have to say about health and social care services in the area, and to spread the word about the work we do.

Volunteer Successes:

Volunteer Jackie Parry helped us to write our award submissions for the national Healthwatch Awards last quarter. Her engaging writing style summarised our projects perfectly and helped us to stand out to the judges. Our nomination of Surrey Heartlands for the NHS70 award in partnership with Healthwatch Surrey won an award and we achieved runner up for our hospital discharge work.

Last quarter our volunteers visited 20 care homes to speak to residents, their families, and care home staff about mealtimes. Their findings informed our May 2018 report 'What I want... within reason', which was sent to 421 care homes. It is thanks to the hard work of our volunteers that we can do projects such as these and secure outcomes for local people.



"Our volunteers gave **386 hours** of their time this quarter"

INTERESTED IN BECOMING A VOLUNTEER?

For more information on volunteering opportunities at Healthwatch Surrey please get in touch.

Tel: 0303 303 0023

Email: enquiries@healthwatchsurrey.co.uk

Text: 07592 787533

Making a difference



We continually monitor the range of ways we make a difference to local health and social care services for the people of Surrey. This includes:



Amplifying your voice

Sharing views and experiences at meetings and events where health and social care services are planned and reviewed to ensure the voices of the people of Surrey are heard.



Escalation

Raising issues and concerns directly with commissioners and providers or with regulators and monitoring groups and organisations to ensure specific action is taken to improve a particular service.

Relationships

We are committed to developing mature relationships with health and social care commissioners and providers, as well as with community, voluntary and faith groups and organisations, to make it quicker and easier for services to be improved based on the feedback we share.



Empowering people

Supporting local people with information and advice that empowers them to get the best experience of health and social care services.

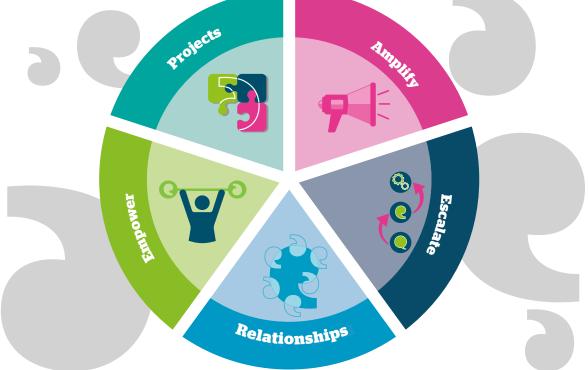


Projects

Our project work enables us to find out more about a particular issue or service and make recommendations for change or improvements. Projects are based on the themes that come from what people are telling us and other local priorities.

Summary of outcomes

The following pages highlight a wide range of ways we have made an impact on the way health and social care services are planned, commissioned and delivered. Some of our key outcomes are summarised in this section. You can find all our outcomes for this quarter on our website.



Amplifying your voice

We presented our Annual Report to the Health & Wellbeing Board including a summary of key themes we had heard from the public.

We made a challenge at the Health & Wellbeing Board about the difficulty of our assurance role, with regards to reports about children's emotional health and wellbeing strategies, when data is reported without context and without clearly linking back to strategic objectives.

We attended the Stakeholder Reference Group (SRG) in North West Surrey for out of hospital and urgent care engagement/consultation. We challenged the SRG to ensure that its remit includes reaching out to those who are less well heard as well as those already well represented round the table. We also challenged around providing early sight of the Equality Impact Assessment in order that potential impacts on those who are more vulnerable are identified and mitigated against.

We challenged the Joint Committee in Common for Surrey Heartlands about at what stage the consultants working on the 10-year vision would carry out engagement with the public on priorities and urged for this to be at an early stage.



Escalation

We escalated patient experiences about a Diabetes clinic to Ashford St Peters Hospital (ASPH) for assurance that all doctors attending the clinic had the required knowledge of Diabetes to help patients. We provided patient's concerns to ASPH e.g. *"this doctor seemed to know nothing about Diabetes"* and that *"I hate going as I see different people every time. When someone has long term medical conditions they need continuity and the medical records need to be uploaded to system - not held on paper still."* ASPH agreed to provide this information to the relevant Consultant Speciality Lead as this may help the Diabetic OPD team reflect on the patient experience to improve their services.

When Healthwatch Surrey reported recent issues with hospital discharge to Surrey Downs CCG, the CCG assured us that the issue was a recurring theme in Contract & Quality Review meetings that they hold with hospitals.

We called on the ambulance service and commissioners of the service to do more to improve ambulance response times to calls that are not immediately life-threatening during an interview with BBC Surrey. We shared two recent case studies of frail elderly people waiting for hours in pain.



Relationships

We attended the Healthwatch regional meeting and heard a presentation from the CQC on oral hygiene in care homes which they are interested in local Healthwatch investigating further.

We met with the leads for commissioning for carers' services in Surrey to build awareness of our work and how we can best hear the voice of carers in Surrey.

Following a successful engagement event, I-Access at Abraham Cowley Unit asked us if we would like to come back and do some engagement work at their evening clinics.

We have been invited to join, and have attended, the Quality Committee for the North Area of the Alliance including East Surrey CCG.

We provided patient insight for regular patient experience reporting to South East Coast Ambulance Service (SECAmb).

We introduced the role of Healthwatch Surrey to Care at Home (AKA Domiciliary Care) providers at a Surrey Care Association network event. We connected with four organisations who were interested in collaborating with us on a project at this event.



Empowering people

We were given a leaflet from the Outpatients department at Royal Surrey telling patients about services that were available for sexual health. The leaflet provided inaccurate clinic times and locations. We escalated this to the lead commissioner of the service who replied;

"...the feedback is very helpful. The sexual health service makes every effort to ensure that up to date information is available in all appropriate venues and will always request that out of date material is removed. Unfortunately, this isn't always the case with reception areas and receptionists being very busy. CNWL are about to send out updated information so we will ensure that this message is reiterated. I will also ensure that the CCG comms leads know that this has happened."

During an engagement event at East Surrey Hospital we were approached by a lady who was concerned about escalating transport costs for her visiting her son. We signposted her to the PALS office where she was able to find out about getting help with the travel costs.

This quarter we distributed 2000+ literature/leaflets and feedback forms, including sending 421 posters with a request to display them in care homes across Surrey. Our Helpdesk and Healthwatch Champions helped 902 people with information and advice about health and social care services.



Projects

We presented findings from our care homes report at an East Surrey care homes event. This raised awareness of Healthwatch's role and the importance of residents/families knowing they can contact us.

Healthwatch England cited our 2018 Safe Havens report in their national report on Mental Health.

In the Surrey & Borders Public Board meeting Jonathan Warren, CEO provided an update to the Board, noting the following points:

"Healthwatch published a report last week that looks at people's experience of our services, and their experience of being involved in their care planning. This has been an area we have struggled with previously and has been noted by CQC. Some improvements have been made, but more improvements are required. We are able to put processes in place, but these do not necessarily help us to sustain change. A meeting has taken place with FoCUS group members and Governors, to look at how we include people who use our services in every aspect of our Trust. Some good suggestions on how to take this forward were made, and Billy Hatifani and Jo Lynch will take these forwards to help move towards people participation / co-production. There is a need to think about how we address cultural underpinning behaviours. Billy Hatifani noted that we have a good working relationship with Healthwatch, and this is something we want to harness so that we



continue to learn from them."

Meet the team



Kate Scribbins Chief Executive



Lisa Sian Operations Manager



Kathryn Edwards Engagement Officer



Joe Kite Business and Marketing Apprentice



Tessa Weaver Research Officer



Zoe Harris Volunteer Officer



Matthew Parris Evidence and Insight Manager/ Deputy Chief Executive



Samantha Botsford Evidence and Insight Officer



Natalie Markall Projects & Administration Officer



Sarah Browne Engagement Officer



Katharine Newman Projects & Engagement Officer

