

# Healthwatch Brighton and Hove Workplan of Projects, December 2023

This document describes the health and social care projects that Healthwatch Brighton and Hove (HWBH) has identified and is currently working on, is actively considering or has determined that it is unable to take forward. It also describes a number of essential internal projects that support the successful operation of our organisation. This document provides a summary of each project's status and is subject to regular revision.

External projects are identified by Healthwatch using a range of sources including patient feedback; from the many meetings that we attend; from intelligence shared with us by partner organisations and in line with our **Decision Making & Prioritisation Policy**.

The document is divided into the following sections:

1. Recently completed projects where we are monitoring our impact (blue)
2. Active projects that the team is working on (green)
3. Potential future projects under consideration (amber)
4. Projects considered but not being taken forward (red)
5. Internal projects (yellow)



**In addition to the named projects in Section 1 and 2 below (which are often limited, or one-off projects), Healthwatch Brighton and Hove's workplan includes our ongoing work and routine monitoring of health and care services. Our work includes those areas which we know, either through our patient information line or other engagement activities, are of particular concern to patients across Brighton and Hove.**

**We also deliver work which has a Sussex-wide impact, in partnership with our colleagues in Healthwatch [West](#) and [East Sussex](#) and with the assistance of a dedicated [Liaison role](#) lead (who operates across all three Healthwatch teams and [Sussex Health and Care](#), which is the name for our [Integrated Care System](#)). Our work involves collating feedback, investigating and escalating issues as appropriate.**

Our escalation routes are varied and include to: the four Sussex Hospital Trust's Senior Leadership Teams, the [Care Quality Commission](#), [Healthwatch England](#), our [Integrated Care System's Assembly](#), [Patient Experience Committee](#), Quality Governance Improvement Group and Primary Care Commissioning Group and the city's [Health and Wellbeing Board](#) and [Health Overview and Scrutiny Committee](#).

#### **Areas of focus include:**

1. Patient concerns about safety at [University Hospitals Sussex Trust](#) following poor CQC outcomes and a live police investigation into patient deaths. We are also focussed on maternity and the Emergency Department.
2. Access to primary care services, i.e. GP's, NHS dentistry and high street pharmacy services.
3. Service changes, notably to GP practices.
4. Access to Mental Health services, especially CAMHS (Children and Adolescent Mental Health Services).
5. Access to hospital services, including waiting times.
6. Ambulance services.
7. The quality of home care.
8. Non-emergency Patient Transport Services.
9. Conducting our series of routine Enter and Views to health care services.

We deliver projects in partnership and with the help and support of local voluntary and community groups and other organisations. We would like to express our sincere thanks to them. You can see which organisations we have worked with at the end of this document.

You can read more about our work and the impacts this has in our latest [six-monthly Performance](#) (April–September 2023) and our [Annual Report, April 2022–March 2023](#).

**1. Recently completed projects where we are monitoring impact.**

Name	Source of project	Project lead	Details	Status and impact
Healthwatch Brighton and Hove (HWBH) Enter and View visit to maternity services	HWBH and University Sussex Hospitals Trust (UHSx)	Clary Collicutt (Project Coordinator)	In April, Healthwatch Brighton and Hove (HWBH) staff and volunteers undertook an Enter and View visit to the maternity ward at the Royal Sussex County Hospital. The team talked with six patients across the three wards and asked for their views on their experiences of maternity services. This was an important follow-up visit, conducted with <a href="#">Maternity Voices Partnership</a> and which followed a poor Care Quality Commission report into maternity services. We reported positive findings overall but highlight a need to focus on good communications between staff and parents.	Work completed in April 2023. Report <a href="#">published</a> in May.  <b>Impact.</b> Our report was discussed by the UHSx's Patient Experience and Engagement Group which is attended by senior staff including Maternity Matrons. Our recommendations are being tracked by UHSx for implementation. The report was also shared with the Integrated Care System's Quality Governance Improvement Group and Patient Experience Committee, which explore all aspects of patient safety and patient involvement. We also shared our report with the CQC.
Supporting the development of our new local Emergency Department	HWBH and UHSx	Clary Collicutt	HWBH invited other organisations, such as Possibility People, to attend an Emergency Department (ED) redevelopment stakeholder and engagement session held at the Royal Sussex County Hospital. A £48 million investment has been agreed to expand and improve the existing ED Department over the next four years. HWBH has previously reported that the current ED	Work completed in May 2023. Report <a href="#">published</a> in July.  <b>Impact.</b> The Trust want to use these events to ensure that the ED redevelopment reflects patient's opinion and needs. HWBH will continue to engage with the Trust to ensure that we are involved in the ongoing plans to redevelop the ED. We have already been asked to join a regular Steering Group

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			<p>is not fit for purpose, due to its size and layout. This means patients are having to wait longer, and this can negatively impact the care they receive or their overall experience.</p>	<p>and will be attending a further engagement event (with VCSE) in December.</p>
<p>Direct Payments project</p>	<p>Brighton and Hove Council (BHCC)</p>	<p>Dr Lester Coleman (Head of Research)</p>	<p>The Council wanted to hear views and experiences from people who receive Direct Payments which help people, or someone who is cared for, to receive financial support for their care needs.</p>	<p>Work completed in June 2023 Report <a href="#">published</a> in July.</p> <p><b>Impact.</b> Since publication, the Commissioning Manager, Brighton and Hove City Council, Health and Adult Social Care acknowledged the importance of this report in influencing service change: <i>“This Healthwatch report is an essential element of Brighton and Hove City Council’s commitment to improving access and support for using Direct Payments, as a way of enabling individuals and families to buy (with local authority funding), their own care and support. BHCC has completed a Review of the systems, policy, information, advice, and provision of DP’s, of which this survey is critical. We are now moving to an improvement plan, which will include addressing the recommendations within this report.”</i></p>

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Dementia Pathways project	NHS Sussex	Dr Lester Coleman	HWBH conducted interviews with patients living with dementia and their carers to understand their experiences and ideas to improve the support offered to them.	<p>Work completed in June 2023. Report <a href="#">published</a> in July.</p> <p><b>Impact.</b> Our project is supporting plans to develop a Frequently Asked Questions leaflet for people diagnosed with dementia, to support those unable to think about the questions they would have liked to have asked at that time. Also, our report has been sent to every commissioner of Memory Assessments Services across Sussex. We will follow up on the impact our report is having after six months.</p>
NHS Sussex public opinion survey	NHS Sussex	Dr Lester Coleman	A Sussex-wide survey was conducted to gather public views on the Integrated Care System's (ICS) <a href="#">Shared Delivery Plan</a> and what issues people were most concerned about. Healthwatch Brighton and Hove (HWBH) targeted specific patient groups (i.e. those routinely less heard from) to ensure a wider breadth of opinion was collated.	<p>Work completed in July 2023.</p> <p><b>Impact.</b> HWBH delivered a report to NHS Sussex in July 2023 reflecting the views of over 400 people. Our data was combined by NHS Sussex with wider survey responses and a final report was presented to the Integrated Care System's Patient Experience Committee in November. This Committee seeks assurance that public opinion is being actively gathered and acted upon. HWBH will continue to follow up with NHS Sussex on actions from this work.</p>

Name	Source of project	Project lead	Details	Status and impact
HWBH Enter and View to the Louis Martindale Building	HWBH and University Sussex Hospitals Trust (UHSx)	Clary Collicutt	In August, our volunteers visited the Atrium at the new Louisa Martindale Building at the Royal Sussex County Hospital. The team talked with six outpatients and their relatives and asked for their views on their experience of the new Atrium building, about their first impressions of the new building, how it compares to when they visited the old hospital, about the food and drink available and if there is anything that could have been done to improve it further. Our findings were very positive.	<p>Work completed in August 2023. Report published in <a href="#">November</a>.</p> <p><b>Impact.</b> Our report was discussed by the UHSx's Patient Experience and Engagement Group and discussed by the Trust's Executive Team which asked for assurance that our recommendations would be acted upon. Our recommendations are being tracked by UHSX for implementation and HWBH will monitor their implementation to ensure they happen.</p>
Primary Care Network/ Patient Participation Group engagement event	NHS Sussex	Michelle Kay (Project Coordinator)	<p>In May, HWBH hosted a successful event with over 40 participants from across GPs, patients, NHS Sussex and Voluntary and Community Groups (VCSE). This examined how best to ensure that <a href="#">Primary Care Networks</a> (PCNs) make better use of their Patient Participation Groups (PPGs). The goal was to deliver better public involvement.</p> <p>Notes: PCNs are groups of GP practices working together; PPGs consist of patients who wish to be involved in their</p>	<p>Work completed May 2023. We <a href="#">published</a> a summary report in August 2023.</p> <p><b>Impact.</b> The final Sussex wide report is awaited (expected January 2024). This will deliver a toolkit that will encourage greater involvement of patients in the services being delivered by their GP practices, building on best practice. HWBH will actively monitor how this toolkit is being used following its publication.</p>

Name	Source of project	Project lead	Details	Status and impact
			local practices, taking an active role in developing local health services.	
Digital and Data project	NHS Sussex/HWBH	Clary Collicutt and Dr Lester Coleman.	HWBH reviewed a range of reports/ quantitative/qualitative data on “digital and data” to deliver a thematic report for the first NHS Sussex Integrated Care Board (ICB) Digital and Data Board in November. HWBH is conducting a variety of projects on digital and data which is a priority for our health care system and critical for patients who use technology to support their health and wellbeing.	Work completed in September 2023.  <b>Impact.</b> HWBH delivered our report to NHS Sussex in September. We were asked to present our findings to the NHS Digital and Data Board in November. HWBH will continue to follow up with NHS Sussex on how they are acting on our findings.
Outpatients’ Deliberative Engagement Workshops	HWBH / NHS Sussex	Michelle Kay	HWBH on behalf of Healthwatch teams in Sussex was commissioned by NHS Sussex to run workshops for the purpose of gaining participant views on new initiatives being introduced into the Outpatient experience. HWBH led the project supported by our volunteers and colleagues from Healthwatch East and West Sussex and NHS Sussex. 31 participants were recruited from across Sussex. Our findings are already having an impact.	Work completed in November 2023. Report <a href="#">published</a> in November.  <b>Impact.</b> The findings from this work are already having impact, notably supporting better patient communication. For full details of the changes which this project is helping to make, please visit our <a href="#">webpage</a> .  <i>“We really wanted to understand what matters to patients and how we need to adapt our programme accordingly. These workshops were well attended with all participants making a valuable contribution. The discussions and points</i>

Name	Source of project	Project lead	Details	Status and impact
				<p><i>raised were really interesting and of huge value to our programme plan going forward. Overall, the workshops and deliberative engagement process exceeded our expectations, and we are incredibly grateful to everyone involved."</i></p> <p>Outpatient Transformation Team.</p>
Deliberative Engagement training	Healthwatch England	Michelle Kay	On the back of our successful Outpatient Deliberative Engagement project, we were funded by Healthwatch England to deliver a training session to the rest of the Local Healthwatch network across England to expand this productive method of patient engagement.	<p>Work completed in November 2023.</p> <p><b>Impact.</b> Our training means that this method of engaging patients will be used, across the country by other Healthwatch teams. Deliberative engagement focuses on increasing participants' knowledge of a subject and encourages viewing the subject objectively, and from many viewpoints, enabling them to make more informed judgements.</p>
Emotional support during the perinatal experience	Healthwatch England	Michelle Kay	We contributed to a nationwide review on maternity services. We spoke to local women and their partners about emotional support during the perinatal experience (pregnancy, birth, and post-birth up to one year afterwards) and gave findings to Healthwatch England who called for national policy change.	<p>Work completed January 2023.</p> <p>Report <a href="#">published</a> November 2023. (delay occurred pending publication of the final, national report by Healthwatch England).</p> <p><b>Impact.</b> Healthwatch England received five transcripts each from local Healthwatch, including Brighton and Hove (20 interviews</p>



Name	Source of project	Project lead	Details	Status and impact
				<p>in total). From the collective interview findings and other evidence collected directly, they produced and published a national report and several focused reports which impacted on NHS England improvements to maternity and neo-natal services. To read these reports click on the links below:</p> <p><a href="#">Maternal mental health: The changes your feedback made possible</a></p> <p><a href="#">Stories from new mothers: the importance of good communication</a></p> <p><a href="#">Stories from new mothers: accessing maternal mental health service</a></p>

**2. Active projects (those we are currently working on)**

Name	Source of project	Project lead	Timescale (estimated)	Details	Status
Health inequalities - A data review to inform a LGBTQ commissioning toolkit	NHS Sussex	Clary Collicutt and Dr Lester Coleman. This is a partnership project with <a href="#">Switchboard</a>	One year July 2023 to June 2024. (our contribution will be shorter)	NHS Sussex launched health inequalities grant scheme in 2023. We were successful in our bid to deliver a project in conjunction with Switchboard. The project will produce an LGBTQ toolkit, suite of graphics and training package including an animation, for health professionals, commissioners etc. The aim is that professionals and NHS Sussex will use this toolkit to deliver health and social care services which best meet the needs of LGBTQ+ people.	The project started in September 2023.
Local Authority Homecare checks (ongoing project)	BHCC	Will Anjos (Project Coordinator)	Ongoing	This is an ongoing and hugely successful Council-funded project, in which HWBH volunteers interview people in their homes about their care, which is wholly or partly funded by the Council. Our reports have been used to commission new home care providers and to support discussions between the council and providers to deliver continual improvement.	A report summarising our activity is available <a href="#">here</a> where you can also watch a video from our Commissioner praising the project. We are proud of the impacts that this project has delivered and have submitted an entry to the 2023 Healthwatch Annual Awards.

<p>Enter and View visits and Patient Led Assessments of the Care Environment (PLACE)</p>	<p>HWBH</p>	<p>Clary Collicutt</p>	<p>Ongoing</p>	<p>HWBH has re-established our Enter and Views (E&amp;Vs) visits of local hospital following COVID. To date, we have conducted visits to maternity wards and to the Louisa Martindale Building Atrium (see above). We are considering an inpatient Mental Health E&amp;V later in the year.</p> <p>In October/November, we have also supported University Hospitals Sussex and Sussex Partnership Foundation Trust to complete their annual PLACEs visits.</p> <p><a href="#">Patient Led Assessments of the Care Environment</a> involve local people (“patient assessors”) going into hospitals to assess how the environment supports the provision of clinical care, assessing such things as privacy and dignity, food, cleanliness and general building maintenance, the extent to which the environment is able to support the care of those with dementia or with a disability.</p>	<p>Enter and Views will be routinely conducted.</p> <p>A report summarising our PLACE visits will be delivered in early 2024.</p>
<p>Research project on pharmacies</p>	<p>Healthwatch England (HWE)</p>	<p>Michelle Kay</p>	<p>September - October 2023</p>	<p>We are supporting Healthwatch England (HWE) by interviewing pharmacy users and pharmacy staff to learn more about their views and experiences. The project started in September 2023.</p>	<p>We submitted our interviews to HWE in November and are awaiting their final report before publishing our own findings.</p>

Digital use among older people from underserved communities	HWBH Board member	Dr Lester Coleman	September 2023 – March 2024	We are engaging with underserved groups (ethnic and minoritized communities) to explore their use of digital technology to manage their health care needs, and any barriers they experience.	The project started in September. Interviews and focus groups are currently taking place.
Health Counts survey	Brighton University / BHCC	Dr Lester Coleman	September 2023 – March 2024	HWBH is supporting Brighton University with their Health Counts survey which is run every 10 years. The survey gathers robust information by geographical area on health and social care needs including inequalities across the population. HWBH will user test the survey and promote it through our VCSE and other networks. Work commenced in October.	HWBH has invited other local groups and our volunteers to user test the survey. The survey should be issued in February/March 2024
Young Healthwatch	HWBH/RuOK service	RuOK is funded by HWBH to deliver this project. HWBH Leads are Alan Boyd /Dr Lester Coleman	October 2023 – February 2024	Collecting the voices of Children and Young People (CYP) is a critical element to the work of HWBH. We have commissioned the <a href="#">RuOK</a> service (a drink/drugs service) to understand the barriers to accessing the service amongst LGBTQ+ CYP.	The project started on September. Focus groups are currently taking place.
Women's health	HWE	Michelle Kay	November 2023 – January 2024	HWE has provided funding for HWBH to conduct semi-structured interviews with women who haven't taken up, or are hesitant about taking up, cervical screening tests, or face barriers in	The project started in November. Interviews are now taking place.

				accessing cervical screening tests. HWE are focussing on groups which historically have faced greater barriers to screening or have lower uptake rates. This work supports the government's Women's Health Strategy in 2022 and the development of the Sussex-wide strategy. HWBH is focussing on interviews with younger women.	
People's Profile Public Engagement: Parents/Carers of children aged 5 years and under.	Care Quality Commission	Michelle Kay	November 2023 – March 2024	In October, CQC issued a call for tenders for organisations to deliver engagement work with patients. The purpose of this work is to engage with people about health and care issues impacting them, their families, and carers. They are particularly looking at how people access and use healthcare services, barriers to their ability to do this and recommendations for how CQC could involve and co-design with them. HWBH will be speaking with parents of young children (0-5yrs of age) to understand how they use services to support the wellbeing of their children and any barriers to access.	The project started in December. A survey is currently live, and interviews are being set up. We are working with other local groups to deliver this project. Volunteers are involved in conducting interviews, identifying key themes, and supporting the analysis of the survey.
UHSx Mystery shops	UHSx	Clary Collicutt	January 2024 – December 2025	UHSx have been developing their Welcome Standards programme, which was borne out of the Communication Charter developed by Healthwatch B&H as part of	HWBH is actively speaking with UHSx to set this work up.

				<p>our Outpatient-focused <a href="#">Putting good communications with patients at the heart of service change report</a>. The Welcome Standards programme is now a significant programme of training and self-evaluation around a set of criteria. This work is funded by the UHSx charities and includes a budget for validation and they have asked HWBH to conduct enter and view work to appraise the extent to which the standards are met. Work will start in early 2024.</p>	
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### 3. Potential future projects under consideration

Name	Source of project	Details	Likelihood of proceeding
Electronic Patient Records (EPR)	Being implemented across Sussex	HWBH was approached by leads at UHSx on proposals to improve the digital offer to patients to help them manage their health care records online. We are discussing with them how patients might be involved and whether more patient engagement needs to happen.	Medium – In discussion.
Inequalities work with East Brighton Food Partnership (EBFC)	NHS Sussex Coproduction	HWBH has been speaking with East Brighton Food Cooperative to develop project work that will support our engagement with communities they serve. We would like to understand more about their views and experiences about health and social care services. Geographically speaking, these communities are reported to have higher levels of deprivation and worse health outcomes.	Medium – actively pursuing
Young Healthwatch	HWBH/Different Noise. BHCC	HWBH has been holding discussions with Different Noise, a local Children and Young Person’s group, to support us to capture their voice. We are discussing proposals with them and the Council on vaping amongst children with SEND and autism.	Medium – actively pursuing
Women’s Health	NHS Sussex	NHS Sussex are developing a women’s Health Strategy and wish to engage with service users on aspects of the Strategy. There is a National Women’s Health Strategy and this is also a priority area for HWE. HWBH will be seeking further discussions with NHS Sussex about their plans to engage with people on this important topic.	Medium – actively pursuing
Oral Health Needs Assessment	Mentioned at NHS Sussex Board meetings	HWBH is aware that there is a need to refresh the oral health needs assessment and we are keen to be involved given our interest and work on dental health	Medium – being monitored. A priority area but we await developments
Community Diagnostic Centres (CDCs)	Direct approach from HW to NHS Sussex	HWE has advised that CDCs are one of the areas they will focus on this coming year. HWBH have exchanged emails with NHS Sussex Leads for CDC leads and asked whether they are interested in collaborating with us.	Medium – being monitored

Musculoskeletal services (MSK)	Service is being recommissioned	The Musculoskeletal (MSK) service is undergoing change and a new contract will start in 2024 to provide a single Sussex-wide referral system into services with the aim to improve the patient experience. NHS Sussex has advised that they wish to involve HWBH further in MSK service development but discussions are ongoing to determine what this involvement will be.	Medium – ongoing discussions
Lifelines (Volunteering Matters)	Lifelines and Healthwatch	HWBH were approached by a staff member at Volunteering Matters about an opportunity to apply for joint funding from the BHCC Communities Fund to team up with Lifelines to explore people who have Multiple Compound Needs (MCN) and their experiences of health and care. We are proposing using any funding to deliver 12 (one a month) detailed interviews with people who have MCN. This cohort of people have been identified by BHCC as part of their CORE20PLUS groups who suffer health inequalities locally.	Medium. In October, we learnt that BHCC has withdrawn funding for 23/24. We will pick this up again in 24/25.
Overnight dressing	Direct approach from NHS Sussex	We followed up a discussion with NHS Sussex who had approached us about supporting them on this topic. We were advised that there were no plans to directly engage with people, only to keep us informed about this work.	Low – being monitored
Wound Care	Direct approach from NHS Sussex	As above, HWBH followed up on this after being directly contacted by NHS Sussex Leads but there is no work to be done until NHS Sussex advises HWBH about the new Wound Care Steering Group.	Low – being monitored
Research Engagement Network	Response to a bid from Sussex Partnership Foundation Trust (SPFT)	HWBH were alerted to a bid being submitted by SPFT for funding from the NHS to promoting Diverse Participation in Research. HWBH have discussed how we might be involved in this work but agreed that for the current funding round (in 23/24) we do not have capacity to be involved,	Low – we will explore whether to pick this work up again in 24/25
Sleep studies	HWBH	HWBH identified this as an area of interest from meeting papers / other intelligence.	Low – being monitored
Eye Health	Identified by HWE	HWBH met with leads of a recent review of Ophthalmology services across UHSx. HWBH and NHS Sussex held several meetings with those leading this ('CLEAR') about including patient engagement. The timescales have prevented the work from progressing.	Low – being monitored



Ear, Nose, Throat (ENT)	External - CLEAR	Following on from the above, CLEAR reverted to HWBH with their plans for a similar ENT study and how best to involve patients in this. HWBH and NHS Sussex met / exchanged emails (June/July) but again the proposed timelines were determined to be prohibitive.	Low – being monitored
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#### 4. Projects considered but not being taken forward.

Name	Details
Digital engagement (UHSx)	UHSx have piloted digital software to enable patients to undertake their pre-op assessments for surgery away from the hospital. The Trust wishes to expand the technology (nationally) and involve more patients to understand how the technology can be further improved. HWBH was asked to deliver focus groups with patients over a 12-month period. In October, we were advised that UHSx had withdrawn its application for funding to deliver this project.
Direct payments (extension)	HWBH explored the potential to expand the direct payments work that we had completed in June 2023 so that it covered parents of children who receive this award. This is now regarded as a non-starter, as the initial project led by HWBH, captured views of parents.
Dementia pathways (extension)	HWBH suggested expanding the dementia pathways project, which we completed in June, to include a patient survey. Whilst this has been raised with commissioning leads, it has not progressed as of August 2023. HWBH's report is already delivering impacts, so we have abandoned this work at present.
Diabetes	NHS Sussex made HWBH aware of a project focussing on diabetes and sought expressions of interest to deliver this. HWBH consulted with the Trust for Developing Communities (TCC) about potential partnership working and their reply was positive, however they advised that they were submitting a joint bid with the Hangleton and Knoll Project (HKN) - both groups have strong background in diabetes and were subsequently successful with their bid. No further action for HWBH at present.
Digitally excluded	CQC issued a request to the HW network to conduct a piece of work working with specific groups on digital exclusion, however their timeframe was prohibitive (March-May). We nevertheless submitted a proposal should they not receive any bids. We were not successful.

**5. Internal projects – Will Anjos (Project Coordinator) and Katy Francis (Project Support Officer) lead these.**

Name	Details	Likelihood of proceeding
Review of All HWBH policies	HWBH is reviewing all its internal policies. A HR specialist volunteer is supporting us.	Ongoing
Healthwatch activity	HWBH records all activity including meetings, reports, media work, social media etc. This data set feeds into 6-month and annual reports to the HWBH Commissioner.	Ongoing
6/12-month performance reporting	HWBH is contractually required to submit a summary report outlining our performance on a 6 month and annual basis. These reports are <a href="#">published</a> .	Ongoing
Data Storage & Archive System	HWBH will complete the process of organising data storage and usage across the system.	Ongoing
Cyber Essentials Certification	HWBH has an ongoing requirement to get 'NCSC Cyber Essentials' certification to remove obstacles to data sharing with other organisations, including BHCC and trusts, as well as to improve our retender offer.	Ongoing
Data Sharing / DPIA	HWBH has put in place a data sharing agreement with other organisation for collaborations.	Completed but subject to review as required
Data security	HWBH monitors system and devices using Microsoft InTune to ensure continued integrity and security. We also monitor any breaches and apply learning from these.	Ongoing
Website development	HWBH aims to improve the Feedback capture pages on our website to include an Easy Read document and enhanced demographic data capture. We will also update our website.	Ongoing
Staff recruitment	Staff recruitment campaigns are undertaken as required.	As required
Volunteer recruitment	HWBH will put in place an agreed process to recruit, induct, train and support volunteers.	Ongoing
Volunteer engagement	HWBH will keep in regular contact with our volunteers, offering social events and opportunities to be involved in our work.	Ongoing
HWBH public-facing events	HWBH will organise attendance at a variety of public facing events to raise awareness of HW and capture more insight.	Ongoing

Communications & Engagement Strategy	HWBH will review our Communications and Engagement Strategy to support our work.	Ongoing
Stakeholder survey	HWBH will be conducting stakeholder survey in early 2024.	January – March 2024
Prioritisation and planning	HWBH will review its current project prioritisation and planning policy to ensure it best supports our work.	Ongoing
Impact tracker	HWBH will develop an Impact Tracker to support our work and allow us to monitor our impact.]	Ongoing
Equalities Impact Assessment	HWBH will complete an updated Equalities Impact Assessment to demonstrate our reach and engagement with different communities and groups with protected characteristics.	Ongoing

Local voluntary and community groups we have worked, or joined up with, to deliver our projects and work:



Trust for Developing Communities



Brunswick Festival



Other partners we have worked, or partnered with, to deliver our projects and work:



**Sussex Partnership**  
NHS Foundation Trust

**Sussex**  
Health&Care



**Sussex Community**  
NHS Foundation Trust



**South East Coast  
Ambulance Service**  
NHS Foundation Trust



**University Hospitals Sussex**  
NHS Foundation Trust



**Brighton & Hove  
City Council**

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