



Speaking up for better care

Healthwatch Salford annual report 2025/26

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**Acting Chief Executive
of Healthwatch
England**
Chris McCann

“

The NHS plays a vital role in our lives, and we know it faces real challenges. Listening to people’s thoughts about their care is one of the best ways to improve services. Every comment, concern, and compliment helps health and care professionals see what works and what needs to change, so care can be safer and better for everyone.

“We want to say a heartfelt thanks to all the local people who have taken the time to share their experiences, and to the health and social care professionals who have listened and acted on that feedback. Your commitment has helped make a real difference for our community.”

A message from our chair

Jenni Smith

I am pleased to present this year's Annual Report, my first since joining the Board. I would like to begin by thanking my predecessor, Phil, for his leadership and for supporting a smooth transition into the role of Chair. I also wish to acknowledge and thank J Ahmed, who stood down at our AGM after completing the maximum term of nine years as a Board Member. We are grateful that J will continue to support Healthwatch Salford in a consultancy capacity.

Since taking on the role of Chair in September 2025, the organisation has experienced a period of significant change following the announcement of the proposed abolition of Healthwatch nationally. Despite this uncertainty, the Healthwatch Salford team has remained focused on its core purpose, continuing to deliver high-quality work and maintaining strong engagement with partners and stakeholders to ensure that the voices of local people are heard and acted upon.

During the reporting period, the team has produced and refreshed a range of evidence-based reports addressing key areas of concern for our communities, including children and vaping, adolescent mental health, and the experiences of seldom-heard groups. Current workstreams focus on veterans and adult social care, supporting system partners with insight to inform service improvement and commissioning decisions.



Chair
Jenni Smith

"I am proud to serve as Chair of Healthwatch Salford and of the resilience, professionalism, and commitment demonstrated by the team throughout this challenging period. Our priority for the year ahead is to maintain continuity of delivery while working collaboratively with stakeholders to develop a sustainable future operating model. This will enable Healthwatch Salford to continue fulfilling its role as the independent champion for local people within the health and social care system."

A message from our Chief Executive, Sam Cook

My welcome to our annual report this year feels a little different, and I'm not overstating it when I say this has been our most challenging year as an organisation. In June, the government announced its intention of abolishing all Healthwatch – the manner in which they did was inappropriate and unfair – no one within Healthwatch deserved that. The announcement came with no plan or timeline, leaving everyone in limbo.

In August, we received the devastating news that our amazing Engagement Officer, Mark Lupton, had passed away. Mark was a wonderful colleague and a friend to everyone here at Healthwatch Salford and across health and social care in Salford – his loss is still being felt; however, the impact and legacy of his work endures and will continue to do so.

The outpouring of support we have received in Salford from people who work alongside us during all of this – from the public, council, voluntary sector, and NHS was amazing. **We genuinely do appreciate everyone's support.**

Despite all this, we continue to work as hard as ever, listening to the people of Salford and ensuring their voices are heard whilst staying true to our values. An incredible 1863 people shared their experiences with us. An even more incredible 3326 people came to us for advice and information across health and social care. That's all with a staff team of 4 people and the support of 23 volunteers!

Over the past year, we have seen changes at board level, with several members stepping down and new appointees joining. I extend my sincere appreciation to all board members – past and present. As I write this, work is being done on what the future of independent voice looks like in Salford; however, I can assure you that we will continue to work as hard as ever for you, continuing to be **independent, local and listening to experiences.**



Chief Executive
Sam Cook

"I'll end this with a huge thank you:

To my staff team who work so incredibly hard and achieve amazing output given our size.

To our team of volunteers who choose to invest their time and commitment in us.

To our board members for their unwavering support.

And to the people of Salford – we cannot do this without you – it's genuinely a privilege to listen to and be trusted with your experiences of health and social care."

About us

Healthwatch Salford is your local health and social care champion.

We ensure that NHS leaders and decision-makers hear your voice and use your feedback to improve care. We can also help you find reliable and trustworthy information and advice.



Our vision

A health and social care system that is accessible and equitable for everyone.



Our mission

We will work as an independent agent of change working with everyone to ensure voices are heard in decision making for health and social care.



Our values are:

Inclusive - We start with people first. We work for everyone

Transparent - We are open and honest in everything we do.

Be collaborative - We maintain a positive, forward-looking focus and work with others to get things done.

Accountability - We take responsibility for our actions and stand by our decisions.

Making a difference - We work to a high standard, provide a quality service, keeping it simple.

These values have been developed alongside Healthwatch England's values, but with a personalisation to the community and culture of Salford.

Meet the team

Get to know the staff team and their highlights from the past year.



Sam Cook Chief Executive

Sam joined us as Chief Officer (now Chief Executive) in June 2022 and has worked in the voluntary sector in Salford for a number of years. Prior to joining as Chief Officer, Sam had been a Healthwatch Salford Board member since 2018. Sam's role is to lead Healthwatch Salford in delivering its mission to ensure the public's voice is heard and acted upon, thus demonstrating the patient experience informs the decisions made in the system.

"My highlight of the year and what I'm most proud of is my team. Despite a tough year, they've shown such strength in the face of ongoing adversity and personal loss. Continuing to prove that our people are our greatest asset."



Elyse Peacock-Fowell Operations Lead

Elyse is our Operations Lead and has worked for Healthwatch Salford since April 2019. In her role, Elyse is responsible for leading on the feedback and signposting enquiries we receive, helping with the day-to-day running of Healthwatch Salford, along with leading on the marketing and communications for Healthwatch Salford.

"My highlight this year was the Health Fair in July 2025. It's become such a great annual event, giving people the opportunity to speak face-to-face with services about their experience. I'm excited to already be planning our 2026 Health Fair!"

Meet the team

Get to know the staff team and their highlights from the past year.



Ali Macleod Projects & Engagement Lead

Ali has worked part-time for Healthwatch Salford since November 2020. Ali leads on our engagement with the public and stakeholders, whilst also working on our focused projects.

Ali is passionate about using lived experience to improve services and volunteers with the Faculty of Health and Wellbeing at the University of Greater Manchester, working with student nurses to help them understand the patient experience.

“One of my highlights would be leading on the Vape Debate project and publishing our Report in time for the new legislation banning disposable vapes. It's such a hot topic, as was shown by the 1,500 responses to the survey!”



Tandrima Mazumdar Engagement Officer

Tandrima joined the team in March 2026 as our Engagement Officer and has been part of Salford's voluntary and charity sector for many years. She has been successfully running HerStory, a community group in Salford, supporting migrant women's mental health empowerment. She has been working alongside organisations and services in Salford, affecting positive change in the Health & Social Care sector.

Tandrima's role in Healthwatch Salford will be to connect and highlight diverse community issues around Health & Social care. She will bring in her lived experience to collaborate and connect with the partners and organisations.

Our year in numbers

In 2025/2026 we supported more than **5189** people to have their say and get information about their care. We employed **4** staff and, our work was supported by **23** volunteers.



Reaching out:

1863 people shared their experiences of health and social care services with us, helping to raise awareness of issues and improve care.

3326 people came to us for clear advice and information on topics such as **what to do if a GP Practice removes you from its list** and **finding an NHS dentist**.



Championing your voice:

We published **4** reports about the improvements people would like to see in areas such as children and young people vaping, and how the d/Deaf community accesses health care services.

Our most popular report was **The Vape Debate** highlighting the growing issue of children and young people vaping in Salford.



Statutory funding:

We're funded by **Salford City Council**. In 2025/26 we received **£166,520**, which is **the same as it has been for the past 10 years**.

A year of making a difference

Over the year we've been out and about in the community listening to your stories, engaging with partners and working to improve care in Salford. Here are a few highlights.

Spring

We contributed to the development and analysis of the PNA (Pharmaceutical Needs Assessment) data. Challenging recommendations and asked for additional work on pharmacy accessibility.



1487 people took part in our Vape Debate survey, which highlighted the growing issue around children and young people vaping in Salford.



Summer

We published our Communications Report, which explored issues around patient and staff interactions and communication, such as signage in Salford Royal and website accessibility.



In July, we held our annual Health Fair at Eccles Town Hall, which gave the public the opportunity to speak to representatives from health and care services from across Salford about their experiences.



Autumn

Salford Men's Mental Health Commission, set up by ourselves and Salford City Council, announced it had awarded £18,000 to seven community groups to help improve men's mental health in Salford.



During November and December, our Projects & Engagement Lead, Ali, held drop-in sessions at Gateways across Salford, for the public to stop by and share their experiences of health and care with her.



Winter

In February, we published our Salford Adolescent Mind's - You Said, They Did report, which looked at the recommendations made in the original report and what progress has been made so far.



Our Silent Voices Impact Report showed how the engagement project had played a pivotal role in the commissioning of a BSL relay service, enabling better access to GP practices, pharmacies, and opticians in Salford.



Working together for change

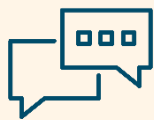
We've worked with neighbouring Healthwatch to ensure people's experiences of care in Greater Manchester are heard at the Integrated Care System (ICS) level, and they influence decisions made about services across Greater Manchester.

This year, we've worked with 9 Healthwatch across Greater Manchester to achieve the following:



A collaborative network of local Healthwatch:

At the start of this collaboration, in 2022, we set out a 3 year All Age Strategy. Over the lifetime of the strategy, we have met and exceeded all objectives set and agreed. This achievement reflects not just activity, but meaningful progress in how public voice is understood, valued, and used across Greater Manchester. Importantly, this progress has been achieved while maintaining the independence of local Healthwatch and strengthening our collective voice at a Greater Manchester level.



A big conversation:

We listened to thousands of people across Greater Manchester on a wide variety of topics across health and social care. These insights were shared at both local and ICS level to inform strategy, consultations and influence service design.

Our promise to champion the experiences of people and communities throughout Greater Manchester is as strong as ever.



Building strong relationships to achieve more:

The All-Age Strategy has created a clear and practical legacy. We have established a credible, trusted and independent public voice model that complements local statutory delivery while enabling collective influence across the system.

The landscape around us may be changing, but we're still looking ahead and are committed to evolving, strengthening, and championing independent public voice across Greater Manchester.

We've also summarised some of our other outcomes achieved this year in the Statutory Statements section at the end of this report.

Making a difference in the community

We bring people's experiences to healthcare professionals and decision-makers, using their feedback to shape services and improve care over time. Here are some examples of our work in Salford this year:



Raising the issue of young people vaping

To coincide with the new Tobacco and Vapes Bill being introduced, we developed the Vape Debate project to explore what the issues are around vaping amongst children and young people in Salford.

1487 people took part in the survey in 2025, including children, teachers and parents. The report produced a number of short-term and long-term recommendations, with our 6-month Impact Report showing that School Improvement leads have promoted the Smokefree Sheffield resources that were sent through from Healthwatch back in November 2025, and it will continue to be on the SHAPAS agenda with Heads of secondary schools. We also produced a Vaping leaflet, which includes interesting facts on the health implications of vaping and helpful contact details, which are being distributed across Salford schools and venues.



Identifying and raising key issues impacting the d/Deaf community

Silent Voices is a long-standing engagement initiative hosted by Healthwatch Salford since 2019.

A key achievement of this engagement includes developing a series of 'Top Tips' videos to educate health and care professionals on d/Deaf awareness and communication best practices.



Following up on recommendations for young people's mental health services

In February 2026, we published an Impact Report, which looked at the recommendations which came out of the S.A.M report in May 2024 and the actions that have been taken since then.

We have found improvements in many areas, such as the recent launch of the new CAMHS website which is an incredible resource for families and has been co-produced with Salford Parent Carer Forum. The Thrive in Education mental health support teams have now been expanded into 63 schools across Salford, and new neurodiversity network sessions are taking place across the community, offering early help and guidance.

Listening to your experiences

Services can't improve if they don't know what's wrong. Your experiences shine a light on issues that may otherwise go unnoticed.

This year, we've listened to feedback from all areas of our community. People's experiences of care help us know what's working and what isn't, so we can give feedback on services and help them improve.



Communications Report – Frontline Voices

This project looked at how the public interacts with some health and care organisations, and how those organisations interact with the public.

Effective communication has emerged as a central theme throughout this report, influencing every level of interaction within the health and care system. Whether between service providers and the public or among staff themselves, communication plays a pivotal role in shaping experiences. When it breaks down, it can intensify already stressful and emotionally charged situations for patients and their families.

What did we do

We examined how services interact with the public and vice versa. To achieve this, we conducted several microprojects, each focusing on different areas. Small working groups were established for each micro project to design question structures and identify the data required. Volunteers played key roles in the delivery of these projects, including acting as project coordinators for the Frontline Voices initiative, participating in the Mystery Shop – Wayfinding exercise, and contributing to reader panels for the Mystery Shop – Website Usability project.

Key things we heard:



42%

of staff surveyed, felt that patients' attitudes towards them had deteriorated in the last year.

87%

of the staff surveyed said that they were worried about work when not at work (at home).

59%

of staff surveyed said that they had experienced difficult-to-manage patient situations at a minimum of a monthly basis.

What difference did this make?

Drawing on insights from the series of micro projects within the Communications Report, we put forward our targeted recommendations to various health and social care providers. Responses include:

Northern Care Alliance Foundation Trust – “We acknowledge the findings of the latest Healthwatch report and appreciate its thorough review of secondary care services. The concerns raised—particularly in accessibility, waiting times, and service delivery—are being addressed with urgency.”

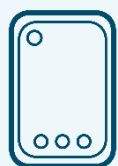
Greater Manchester Mental Health Trust – “GMMH welcomes this report from Healthwatch Salford and is committed to improving communication with our service users, carers and communities via our new Care and People strategies, which will be published at the end of June 2025.”

Action on vaping after children, parents and teachers speak out

Children, parents and teachers say more education and information are needed to highlight the risks of smoking and vaping.

To coincide with the new Tobacco and Vapes Bill being introduced we developed this project to explore what the issues are around children and young people in Salford vaping and the impact that children/young people, parents/guardians, and school staff believed the new legislation would have.

Key things we heard:



93%

of parents were very or somewhat concerned about the number of children and young people vaping.

18%

of children surveyed, said that they currently, or used to vape.



“Half of the staff stand outside before and after school vaping/smoking right in front of the students, which is a horrible example, and the message that this is giving to the students.” **Anonymous parent**

This project has helped us to gather a picture of the number of young people in Salford who are vaping, the attitudes to vaping of young people, parents and school staff, and knowledge around the Government’s new Tobacco and Vapes Bill. We have learned that parents and staff are very concerned about young people vaping and pessimistic about the impact that the new Bill will have.

What difference did this make?

Our 6-month Impact Report, which followed up on the recommendations we made, showed that School Improvement leads have promoted the Smokefree Sheffield resources that were sent through from Healthwatch back in November 2025, and it will continue to be on the SHAPAS agenda with Heads of secondary schools.

We also found that Salford Youth Service have been working with a class of year 8s in Oasis Media City Academy on vaping reduction, and these workshops will be shared with other youth workers in the city to use in schools.

Hearing from all communities

We're here for all residents of Salford. That's why, over the past year, we've worked hard to reach out to those communities whose voices may go unheard.

Every member of the community should have the chance to share their story and play a part in shaping services to meet their needs.

This year, we have reached different communities by:

- Attending a variety of engagement events across Salford to give the public the opportunity to chat to us about their experiences.
- We gave local community groups the opportunity to apply for our Travel Grant, so that their members could attend our Health Fair and speak to services about their experiences directly.
- Every piece of feedback we receive is anonymously shared in a Feedback Report that goes out to service providers, commissioners, local councillors and NHS leaders in Salford, so that they can hear about Salford residents' experiences.



Visiting the Gateways across Salford

Throughout November and December, our Projects & Engagement Lead, Ali, held drop-in sessions at the Gateways across Salford.

The Gateways across Salford can have a high footfall of Salford residents, visiting for health appointments, meetings with Citizens Advice and to attend community groups.

What difference did this make?

This engagement gave us the opportunity to meet members of the public from across Salford, whom we may not usually hear from.

We were able to promote our work, making them aware of our role in independently listening to patients and collecting their feedback on their experiences. We were also able to provide signposting and advice to those who needed it.



Silent Voices

Silent Voices is a long-standing engagement initiative that has been hosted by Healthwatch Salford since 2019.

The project brought together d/Deaf British Sign Language (BSL) users on a bi-monthly basis to identify and address key issues affecting their experiences with health and care services.

What difference did this make?

The group supported the creation of a BSL video portal where individuals can share their experiences or submit complaints in their preferred language.



Information and signposting

When you're struggling to find an NHS dentist, looking for help about how to make a complaint, or need advice about a good care home for a loved one – we're your first port of call.

This year 3326 people have reached out to us for advice, support or help finding services. These conversations also help us to understand where, and how, your care can be made better.

This year, we've helped people by:

- Providing up-to-date information people can trust
- Helping people access the services they need
- Supporting people to look after their health
- Signposting people to additional support services



Supporting someone to get the treatment they need

In January, a member of the public contacted us who had complex long-term medical conditions, explaining how they needed to go to A&E after speaking to NHS 111 about new symptoms they had, and they advised them to go as soon as possible.

However, this person felt that they would be unable to go to A&E as their Autism meant that they felt very uncomfortable in that setting, especially waiting for a long period of time. They also feared that if they were to be admitted, they would be unable to bring in the prescribed medicinal cannabis they use for pain management.

We contacted the Northern Care Alliance's Patient Experience Team about this person's concerns, shared details of the medication and were able to get the A&E pharmacist to confirm approval of them bringing in this medication should they be admitted. This confirmation brought a lot of reassurance to them, and they then felt comfortable enough to go into A&E for the appropriate treatment.



“Healthwatch Salford listened to me when others just didn’t have the time or patience.”

Waiting time for results

A member of the public called us as they were told to expect their Dermatology Biopsy results within 6 weeks and to contact them if they hadn't got them by 8 weeks.

After 8 weeks, they began calling the hospital, leaving voicemails and never heard back. At the time of contacting Healthwatch Salford, it was 10 weeks, and they still hadn't heard anything, and they were very distressed. We took their details and contacted the PALS team at the Northern Care Alliance (NCA), who followed this up and promptly got in contact with the patient to follow up on their results. This feedback was also shared with the Patient Experience team at the NCA.



“Thank you for helping me chase these results up. I was exhausted and didn’t know what to do next.”

Showcasing volunteer impact

Our fantastic volunteers have given 163 hours to support our work. Thanks to their dedication to improving care, we can better understand what is working and what needs improving in our community.

This year, our volunteers:

- Attended engagement events with us to promote our work
- Collected experiences and supported their communities to share their views
- Helped us analyse feedback and survey responses, to look for themes and trends.
- As part of our Communication Project, volunteers carried out 'mystery shop' and wayfinding exercises at Salford Royal Hospital and the services website, to see how easy they are for the public to navigate.



At the heart of what we do

From finding out what residents think to helping raise awareness, our volunteers have championed community concerns to improve care.



Dawn

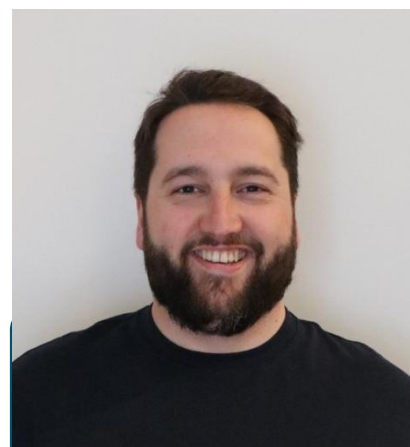
"I absolutely love volunteering with Healthwatch Salford, mainly because you find out what is going on within Health and Social Care. I love engaging with members of the public and finding out what their experiences have been around health and social care, and providing that listening ear.

Volunteering with Healthwatch Salford has made me more aware of the difficulties people face accessing services when they have a disability.

I particularly enjoyed the project last summer, run by Mark, involving finding your way around Salford Royal Hospital and how well, or not, signposting was for each department."

"Having called Salford home for the past 7 years, I feel incredibly lucky to get to play a small part in a valued Salford organisation that directly supports so many people."

"Empowering and supporting Healthwatch Salford, which has such a positive impact on our local community, is an absolute privilege"



Zac
Trustee

Be part of the change.

If you've felt inspired by these stories, contact us today and find out how you can be part of the change.



www.healthwatchsalford.co.uk



0161 960 0316



info@healthwatchsalford.co.uk

Finance and future priorities

We receive funding from Salford City Council under the Health and Social Care Act 2012 to help us do our work.

Our income and expenditure:

Income		Expenditure	
Annual contract fee from Salford City Council	£166,520	Staff costs	£134,349
Additional income (inc ICS funding detailed below)	£11,346.91	Operational costs	£33,170
Total income	£177,866.91	Total Expenditure	£167,519

Additional income is broken down into:

- £7,000 received from NHS GM for the Silent Voices project
- £2346.91 in bank interest

Integrated Care System (ICS) funding:

As part of the Healthwatch in Greater Manchester Network, we also receive funding from our Integrated Care System (ICS) to support new areas of collaborative work at this level, including:

Purpose of ICS funding	Amount
HW in GM Network	£2000

Finance and future priorities

Over the next year, we will keep reaching out to every part of society, especially people in the most deprived areas, so that those in power hear their views and experiences.

We will also work together with partners and our local Integrated Care System to help develop an NHS culture where, at every level, staff strive to listen and learn from patients to make care better.

Our top three priorities for the next year are:

1. At the time of writing this report, we continue to work collaboratively with commissioners and stakeholders on developing a future operating model – all whilst ensuring we continue to maintain our usual level of service.
2. Weight Management Services will be an area of focus for us.
3. Continuing to build and maintain meaningful relationships with organisations across Salford, so they can share feedback from their members with us.

Statutory statements

Healthwatch Salford, Eccles Town Hall, Irwell Place, Eccles, M30 0FN.

Healthwatch Salford uses the Healthwatch Trademark when undertaking our statutory activities as covered by the licence agreement.

The way we work

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

Our Healthwatch Board consists of 7 members who work voluntarily to provide direction, oversight, and scrutiny of our activities.

Our Board ensures that decisions about priority areas of work reflect the concerns and interests of our diverse local community.

Throughout 2025/26, the Board met 6 times and made decisions on matters such as approving policies and changes within the organisation, financial monitoring and provided strategic guidance. We ensure wider public involvement in deciding our work priorities.

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

We use a wide range of approaches to ensure that as many people as possible can provide us with insight into their experience of using services.

During 2025/26, we have been available by phone and email, provided a web form on our website and through social media, attended meetings of community groups and forums and ran specific in person engagement events.

We ensure that this annual report is made available to as many members of the public and partner organisations as possible. We will publish it on our website and have printed copies available when we are engaging with the public.

Statutory statements

Responses to recommendations

We haven't had any providers who did not respond to requests for information or recommendations. There were no issues or recommendations escalated by us to the Healthwatch England Committee, so there were no resulting reviews or investigations.

Taking people's experiences to decision-makers

We ensure that people who can make decisions about services hear about the insights and experiences shared with us.

For example, in our local authority area, we take information to:

- Health and Adults Scrutiny Panel
- Health and Wellbeing Board
- Salford Integrated Care Partnership Committee (ICPC)
- Salford Safeguarding Adults Board (SSAB)

Healthwatch representatives

Healthwatch Salford is represented by Sam Cook on the SSAB. Sam's role is to be a proactive member of the Board, ensuring the voice of Salford people is heard, contributing to discussions and disseminating key messages back to our board, staff and volunteers – embedding safeguarding throughout the entire organisation.

Healthwatch Salford is represented on the Salford Health and Wellbeing Board and Salford ICPC by Sam Cook

Healthwatch Salford is represented by Jenni Smith on the Health and Adults Scrutiny Panel.

Sam and Jenni attend meetings in person, share our reports and work; contribute to discussions and provide challenge where appropriate, feeding into development sessions and contributing and attending Health and Wellbeing subgroups.

We also share our data with Healthwatch England to help address health and care issues at a national level.

Statutory statements

2025 – 2026 Outcomes

Project/activity	What we did as a result
The Vape Debate	<ul style="list-style-type: none"> - School Improvement leads have promoted the Smokefree Sheffield resources that were sent through from Healthwatch back in November 2025 and it will continue to be on the SHAPAS agenda with Heads of secondary schools. - We have produced a Vaping fact sheet leaflet which has been distributed across Schools and venues across Salford.
Communications Project – Frontline Voices	We made 4 recommendations on training, staff wellbeing, staff seeing positive change and raising awareness of the issue with patients, which we will follow up in due course.
Silent Voices	<ul style="list-style-type: none"> • Developed a series of 'Top Tips' videos to educate health and care professionals on d/Deaf awareness and communication best practices. • Played a pivotal role in the commissioning of a BSL relay service, enabling better access to GP practices, pharmacies, and opticians in Salford. • Supported the creation of a BSL video portal where individuals can share their experiences or submit complaints in their preferred language. • Organised a d/Deaf drop-in event, providing a platform for community members to voice their views directly to health and care providers.
Salford Adolescent Mind's – Follow Up Report	We followed up on the recommendations we made in our Salford Adolescent Mind's (S.A.M) report and saw progress across all recommendations.

Enter and view

We did not use our statutory Enter and View powers over 2025/26.

A tribute to Mark

In August 2025, our much-loved colleague, Mark Lupton, died suddenly in an accident. Mark began working for Healthwatch Salford in 2017 as an Engagement Officer. Before that, he worked for our colleagues at Healthwatch Lincolnshire. Mark was passionate about service improvement, patient experience and ensuring everyone's voices were heard.

In 2019, Mark set up Silent Voices, a group for the d/Deaf community in Salford to come together and share their experiences of health and care. This group grew from strength to strength and over the past 6 years has delivered some fantastic impact thanks to Mark's dedication and hard work.

More recently, Mark had worked on the Salford Men's Mental Health Commission alongside Salford City Council. The work identified the importance of supporting men with their mental health and has given some key recommendations for the system to put into action.

The team continue to miss his energy, cheeky sense of humour and his passion for ensuring everyone's voices were heard. Mark's legacy lives on, with the team often asking, 'What would Mark think?' when planning projects, and his work is still being used by organisations such as the Northern Care Alliance when shaping service improvement.

We will be launching The Mark Lupton fund later this year, which will be a creative wellbeing grant for local VCSE organisations and groups to apply for, in Mark's memory.

Sam, Elyse, Ali & Tandrima



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