



Consultation Draft

CAMBRIDGESHIRE

and

PETERBOROUGH

Joint Health and Wellbeing Strategy 2020-24

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FOREWORD

Supporting the health and wellbeing of our communities is fundamental to Local Government, as well as to the NHS. As a Health and Wellbeing Board, we recognise that many of the most important factors which affect our residents' health are social, economic and environmental.

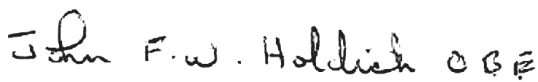
At the time of writing our Councils have declared a Climate Change Emergency, and are working on the actions that we will be taking to address this over the coming years. Many of the actions that individuals and organisations can take to benefit the climate will also be good for our own health – walking or cycling rather than using the car; increasing the use of electric vehicles; eating more local vegetables and less meat; and making sure our houses are well insulated.

The Health and Wellbeing Board is the place where politicians, health and social care professionals and other leaders across the system work together to solve problems and lead change to benefit our residents. This year for the first time we have agreed to work together to create a joint Health and Wellbeing Strategy (2020-2024) across Cambridgeshire and Peterborough. We are also working closely with the authors of the local NHS

five year plan (2019-24), so that both plans make sense together.

The communities we live in are fundamental to our health, and taking a 'Think Communities' approach based on place, rather than a silo approach based on organisations is at the core of this draft Strategy. One of the many benefits of this approach is that it helps tackle loneliness and isolation, which can be so damaging to health and wellbeing.

The local health issues are often clear, while the actions we can take locally to address them can be more challenging to agree. This draft Health and Wellbeing Strategy will now go through an extended further process of consultation with stakeholders and the public, to ensure that the actions we endorse and lead as a Health and Wellbeing Board are the right ones for our communities.



Cllr John Holdich OBE
Leader Peterborough City Council and Chair,
Peterborough Health and Wellbeing Board



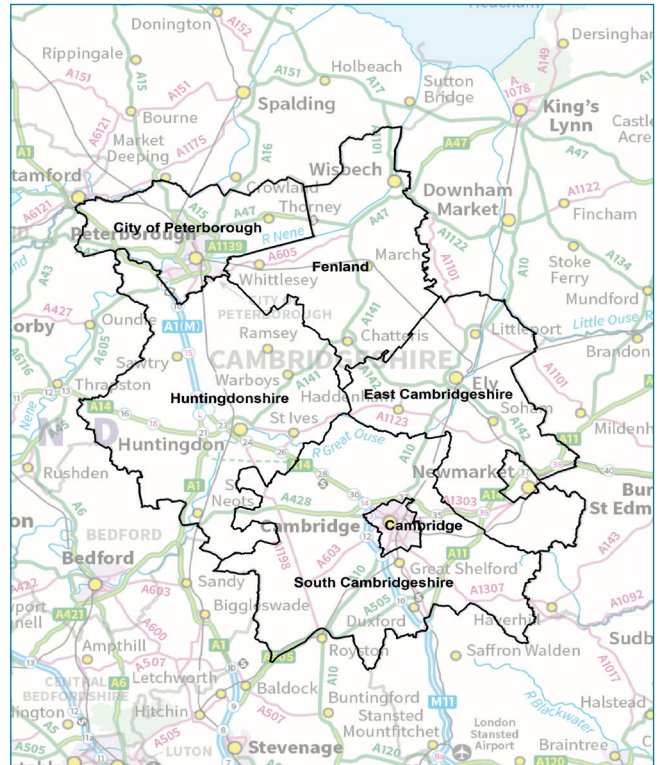
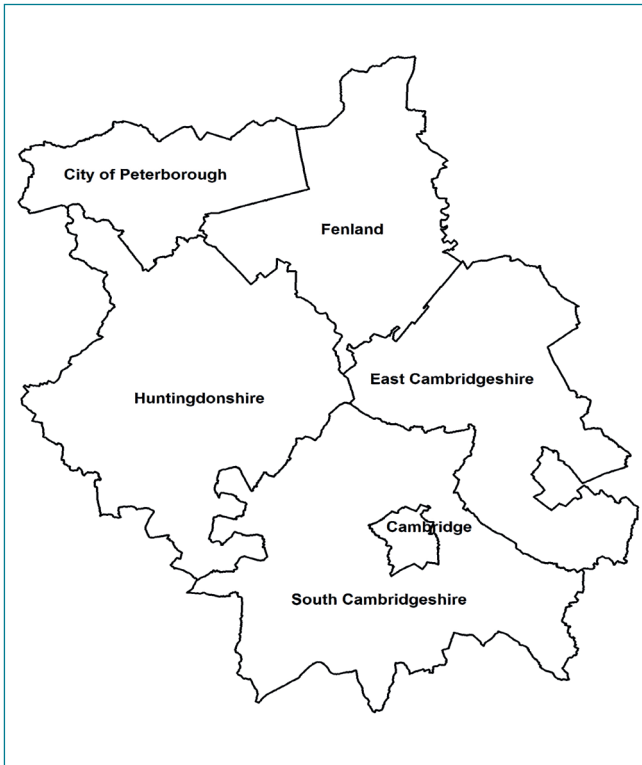
Cllr Roger Hickford
Deputy Leader Cambridgeshire County Council and Chair,
Cambridgeshire Health and Wellbeing Board



INTRODUCTION

DEVELOPING THE JOINT HEALTH AND WELLBEING STRATEGY

This Joint Health and Wellbeing Strategy for Cambridgeshire and Peterborough covers the local authority areas shown on the maps below.



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These maps show Peterborough City Council and the five City and District Councils in Cambridgeshire – Cambridge City, East Cambridgeshire, Fenland, Huntingdonshire and South Cambridgeshire. The City and District Councils provide many services which are key to health and wellbeing, so their engagement in this strategy is essential, together with NHS organisations, the community and voluntary sector and other stakeholders.

The first stage in developing the Joint Health and Wellbeing Strategy was to identify four key priorities across the organisations which make up the Health and Wellbeing Boards:

Priority 1: Places that support health and wellbeing

Priority 2: Helping children achieve the best start in life

Priority 3: Staying healthy throughout life

Priority 4: Quality health and social care

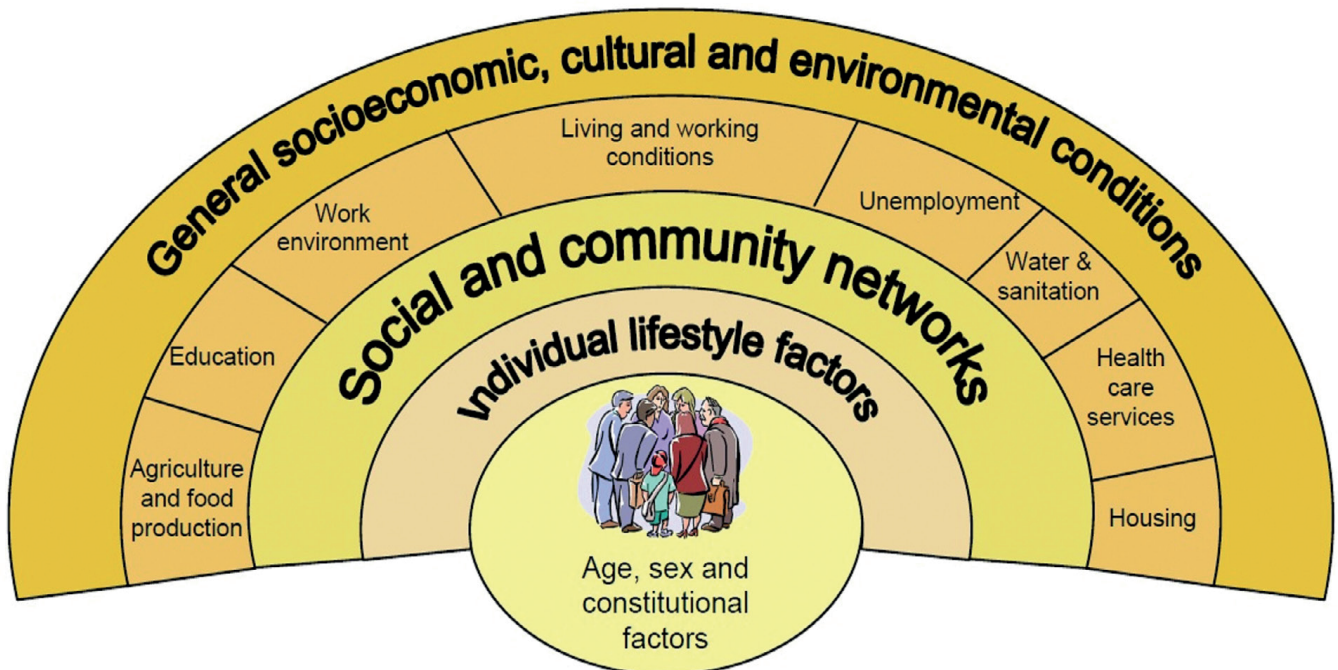
We then looked at health statistics in our Joint Strategic Needs Assessment (JSNA) Core Dataset, and identified health outcomes or inequalities across Cambridgeshire and Peterborough, which could be improved.

We presented this information from the JSNA core dataset to key staff in a range of local organisations and Boards, and asked them whether they already had strategies and plans in place to improve some of the health outcomes and inequalities. We also asked whether there were actions they would like the Health and Wellbeing Board to take and include in the Joint Health and Wellbeing Strategy.

We are now bringing this draft Joint Health and Wellbeing Strategy to the next stage of engagement and consultation, with a wider range of stakeholders and with the public.

PRIORITY 1 PLACES THAT SUPPORT HEALTH AND WELLBEING

The places where we live, work, learn and socialise have a big impact on our health..



Source: Dahlgren & Whitehead 1991

Information from the Joint Strategic Needs Assessment and discussions with a range of local stakeholders about 'Places that support our health and wellbeing' have identified three areas of focus:

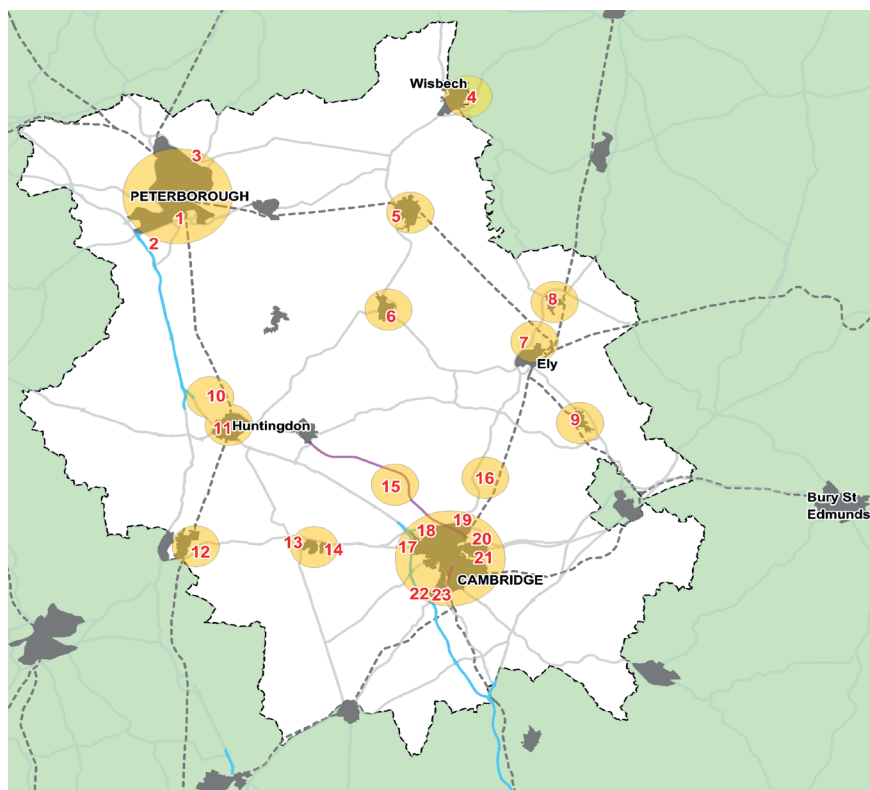
- 1.1** Housing developments and transport which support residents' health and address climate change.
- 1.2** Preventing homelessness and improving pathways into housing for vulnerable people.
- 1.3** Reducing inequalities in skills and economic outcomes across our area.



HOUSING DEVELOPMENTS AND TRANSPORT WHICH SUPPORT RESIDENTS' HEALTH AND ADDRESS CLIMATE CHANGE

What does the JSNA tell us?

We have several new housing development sites in Cambridgeshire and Peterborough, and are developing new transport infrastructure and access to public transport services for both existing and new communities. If plans reflect what is known about the effects of housing, green space, walking and cycling, and good community networks on health - residents will have the best chance to be healthy. We also need to plan health and care services for the larger new housing developments.



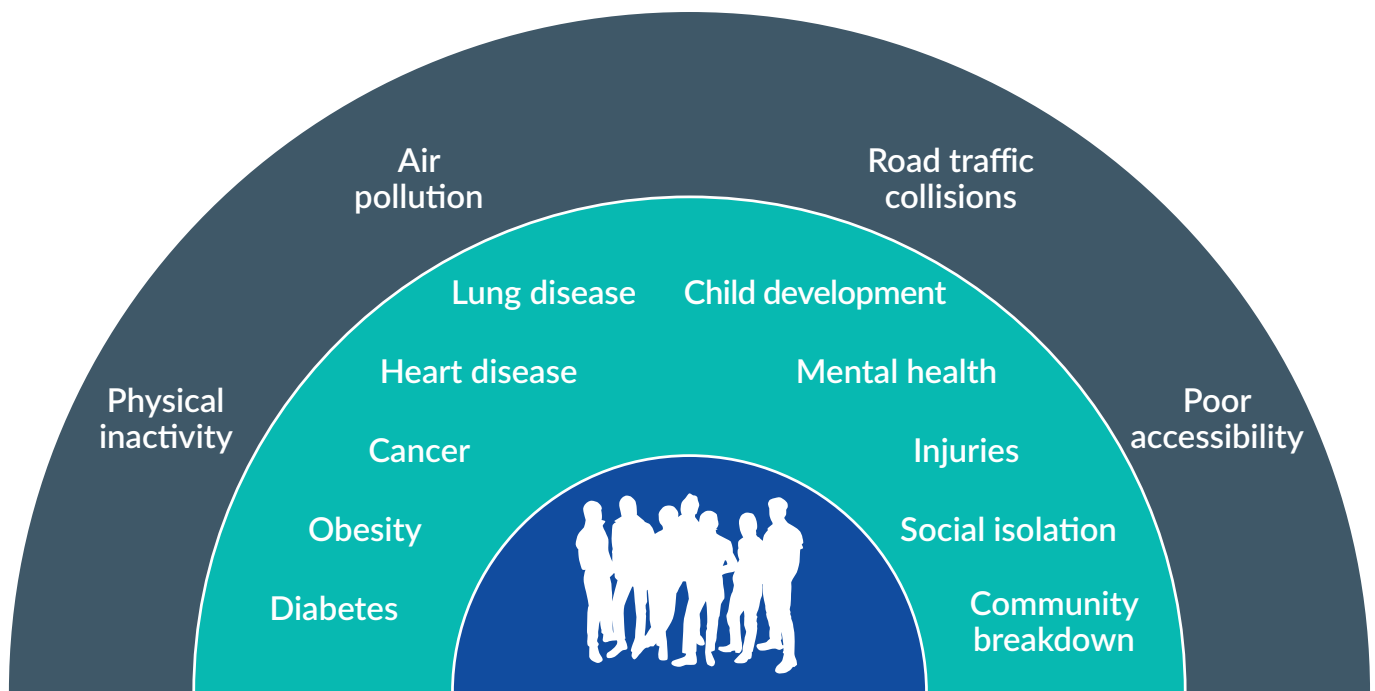
Source: Business Information Team, Cambridgeshire County Council

	Site	Indicative Number of Homes	Timescale
1	Hampton urban extension	3,632	By 2036
2	Great Haddon urban extension	5,300	By 2036
3	Norwood	2,300	By 2036
4	East Wisbech	1,450 (550 in Kings Lynn & West Norfolk)	By 2031
5	West March	2,000	By 2031
6	South Chatteris	1,000	By 2031
7	Ely (north)	3,000	By 2031
8	Littleport	1,850	By 2036
9	Soham	2,100	By 2036
10	Alconbury Weald	5,000	By 2036
11	Ermine Street (south), Huntingdon	1,050	By 2036
12	St Neots East (Wintringham Park and Loves Farm 2)	WP: 2,800 LF2: 1,020	By 2036
13	Cambourne West	1,655 935	By 2031 Post 2031
14	Bourne Airfield New Village	1,360 2,140	By 2031 Post 2031
15	Northstowe	3,203 6,784	By 2031 Post 2031
16	Waterbeach New Town	2,300 6,700	By 2031 Post 2031
17	Cambridge North-West (University site)	2,927	By 2031
18	NIAB (Darwin Green)	2,377 250	By 2031 Post 2031
19	Cambridge Northern Fringe East (AAP)	Potential for 7,600	Unknown
20	Cambridge East (north of Newmarket Road)	1,300	By 2031
21	Cambridge East (north of Cherry Hinton)	1,257	By 2031
22	Trumpington Meadows	637	By 2031
23	Glebe Farm, Clay Farm and Bell School	996	By 2031

How are we working together already?

- Northstowe new town in South Cambridgeshire is one of a small number of 'Healthy New Towns' in England, which received funding to create a healthy environment. Learning from these towns has led to agreement of ten national 'Healthy New Town' planning principles ("Putting Health into Place"), which have been adopted by several large housing developers. Locally we're developing a toolkit to implement the 'Healthy New Town' principles.
- District Council planning officers from Cambridgeshire and Peterborough have met with representatives of the local NHS 'Estates' group, to work out how to plan better together for health and care services in new housing developments.
- The Combined Authority Local Transport Plan has included health and wellbeing for both existing and new residents as a key policy element. The diagram opposite summarises the potential impacts of transport on health outcomes and demonstrates the issues which need to be tackled.

HOUSING DEVELOPMENTS AND TRANSPORT WHICH SUPPORT RESIDENTS' HEALTH AND ADDRESS CLIMATE CHANGE



Source: Business Information Team, Cambridgeshire County Council

What can the Health and Wellbeing Board do?

- Member organisations of the Health and Wellbeing Board can adopt the ten 'Healthy New Town' principles for local housing developments, and support the development and adoption of a local planning 'toolkit' to implement them.
- Member organisations of the Health and Wellbeing Board can commit to involvement in joint work across Planning Authorities and the NHS (STP) Estates Group, to plan health and care infrastructure.
- The Health and Wellbeing Board can endorse the Combined Authority's Local Transport Plan policies for 'Creating Healthy Thriving Communities' and monitor their implementation.
- The Health and Wellbeing Board can endorse and support member organisations' Climate Change Strategies and Action Plans as these develop.

Outcomes for residents

- The design of new housing developments prioritises the health and wellbeing of residents.
- Local transport infrastructure and access to public transport services helps all residents stay healthy and active.
- Housing and transport infrastructure is designed to help tackle climate change.

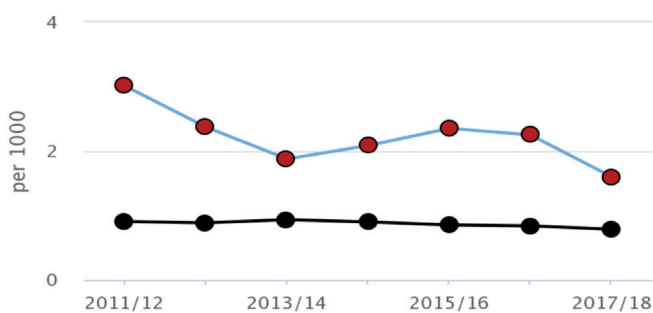
1.2 PREVENTING HOMELESSNESS AND IMPROVING PATHWAYS INTO HOUSING FOR VULNERABLE PEOPLE

What does the JSNA tell us?

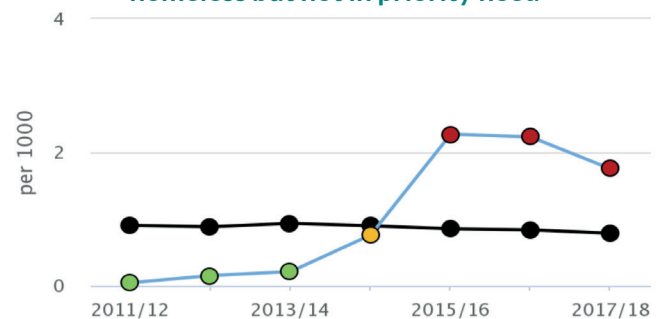
There are higher than average numbers of statutorily homeless people in both Peterborough and Cambridge. Councils are required to provide temporary accommodation for homeless families but not for single people who are not classed as in priority need. Homeless rough sleepers often have poor mental health, drug and alcohol problems and are at risk of early death. Mental health, drug and alcohol, and criminal justice service providers say that lack of housing and homelessness may cause people to relapse into illness, addiction or criminal behaviour, when this could have been prevented. This leads to more demand on services.

People living with disabilities or coming out of hospital may need adaptations to their houses, so they can stay in their own home, or in some cases a new home tailored to their needs.

Peterborough: people who are statutorily homeless but not in priority need



Cambridge: people who are statutorily homeless but not in priority need



Source: Public Health England. Fingertips <https://fingertips.phe.org.uk/> Downloaded 14/01/2020

How are we working together already?

Local City and District Councils are working to prevent homelessness, to provide housing and services to vulnerable people, and to make sure people with disabilities and long term conditions have access to the right adaptations for their houses. Partnership work across Cambridgeshire and Peterborough is led by the 'Sub-Regional Housing Board', which has overseen a successful homelessness prevention 'Trailblazer' pilot.

The Access Centre GP Surgery in Cambridge provides health services to rough sleepers and very vulnerable adults, but similar services are not funded in Peterborough or Wisbech, where there are also several rough sleepers. The local Clinical Commissioning Group (CCG) are assessing the health needs and current provision for rough sleepers across the area.

What can the Health and Wellbeing Board do?

- Health and care providers on the Health and Wellbeing Board can commit to working with sub-regional Housing Board members, to prevent homelessness and develop joint pathways into housing for vulnerable people. This includes organisations working together at local level to solve problems, and strategically at Sustainable Transformation Partnership (STP) Alliance and STP Board level.
- Health and Wellbeing Board member organisations can work with the CCG to address the recommendations of the rough sleeper health needs assessment.

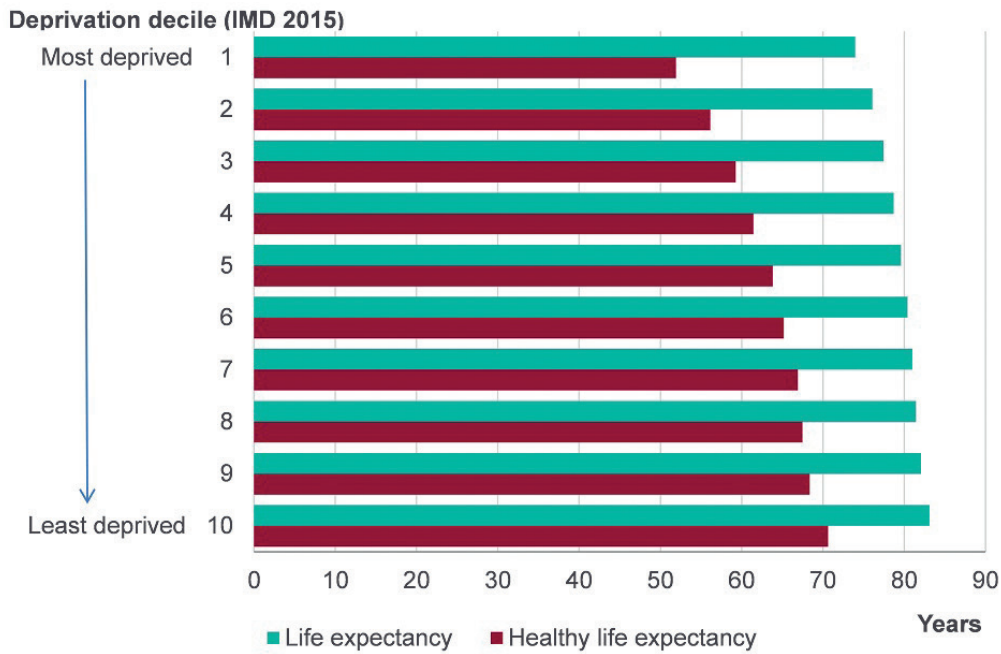
Outcomes for residents:

- Fewer people with health problems and other vulnerabilities are homeless or in unsuitable housing.
- Rough sleepers are helped to improve their physical and mental health.

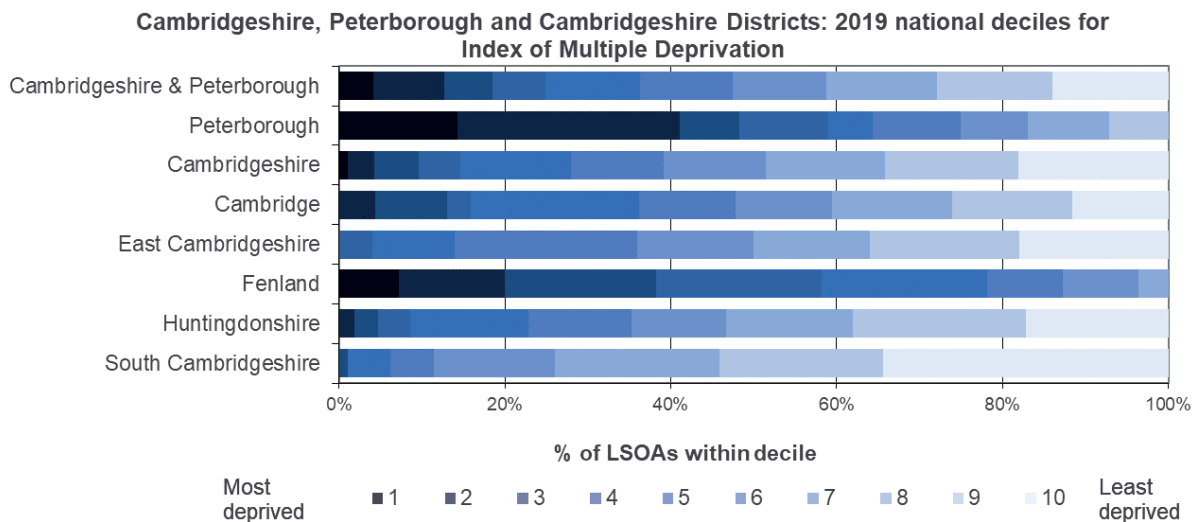
1.3 REDUCING INEQUALITIES IN SKILLS AND ECONOMIC OUTCOMES ACROSS OUR AREA

What does the JSNA tell us?

Nationally, there is a strong relationship between people’s social and economic circumstances and their health. On average, men who live in areas with the worst social and economic deprivation have significant health problems by their early fifties – while in the least deprived areas they stay healthy until over age seventy. The picture is similar for women.



In Cambridgeshire and Peterborough we see these inequalities. Many communities are prosperous and healthy with good outcomes compared to the national picture. But some communities experience poverty, low education and skills, and poor health outcomes. There are more communities with these issues (shown as blue-black on the chart below) in Peterborough and Fenland, and a smaller number in Cambridge and Huntingdon.



1.3 REDUCING INEQUALITIES IN SKILLS AND ECONOMIC OUTCOMES ACROSS OUR AREA

Some local people are not working because they have long term health problems - and this number is greater than people who are out of work and looking for a job.

How are we working together already?

- The Combined Authority has approved an Industrial Strategy which recognises the different economic issues in Greater Cambridge, Peterborough and the Fens and which has as its first goal:

- To scale growth further to benefit the whole area, building on Cambridge's world class assets to create INCLUSIVE growth across our economy.

Inclusive economic growth means bringing local communities out of poverty - helping local people to gain the right skills, and access good quality jobs and income.

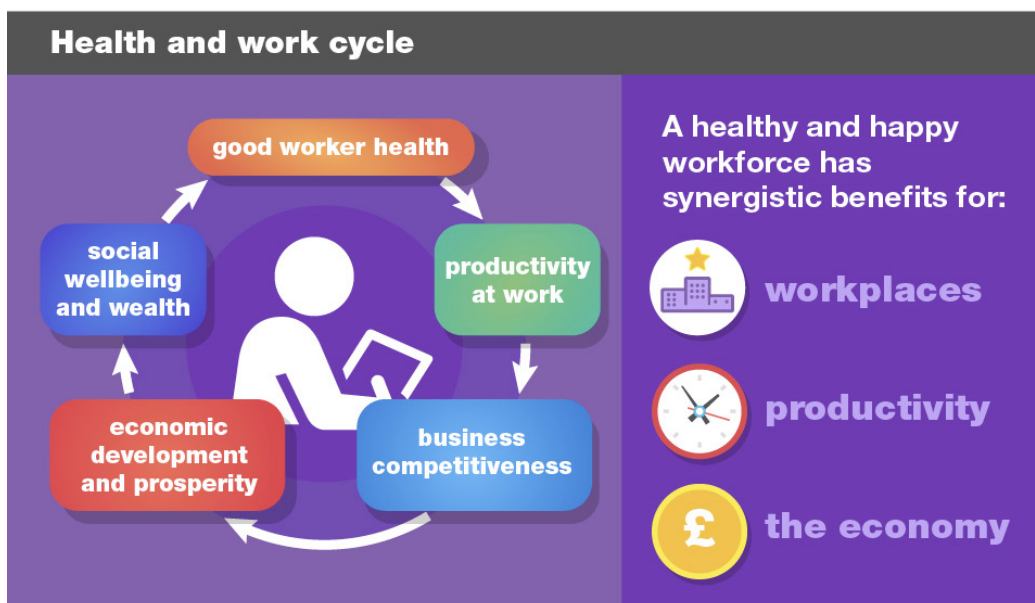
- There is a world leading life sciences and health technology sector in Cambridge and surrounding areas.
- We have a Combined Authority 'Work and Health' pilot, and a nationally funded Mental Health pilot, to help people with long term health problems back into work.

What can the Health and Wellbeing Board do?

- Endorse the Combined Authority Industrial Strategy goal for inclusive growth across the area. This will create good quality jobs which support people's health.
- Healthcare providers on the HWB Board can support the Combined Authority's aim to spread the economic benefits of a strong biomedical and health technology sector beyond Greater Cambridge.
- Public health and healthcare providers on the HWB Board can work with the Combined Authority Business Board to promote workplace health programmes in local businesses, which help staff stay healthy and productive.
- HWB Board member organisations can engage with and support the local pilot programmes to support people with long term health problems back into work.

 Public Health England

Health Matters



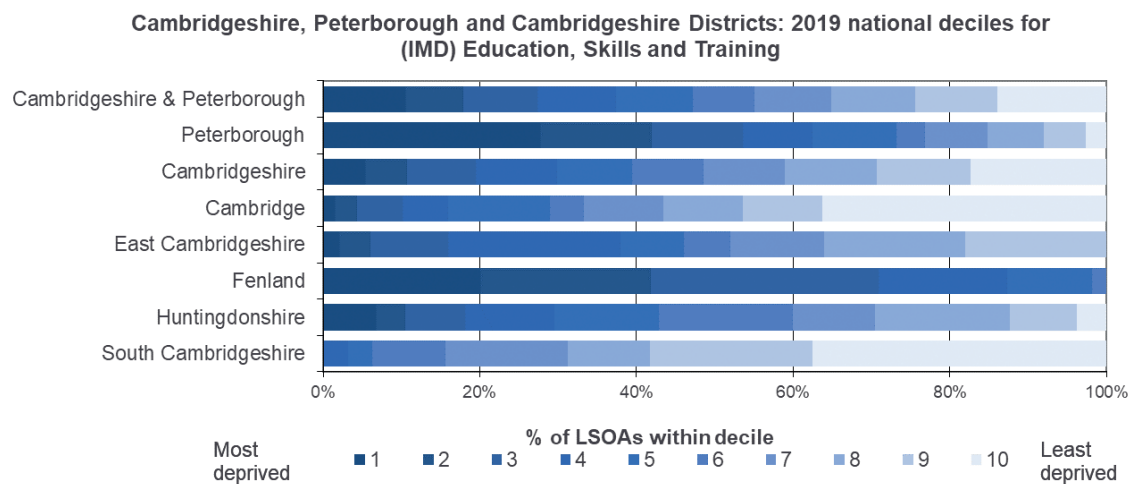
Source: Public Health England, Health Matters.

<https://www.gov.uk/government/publications/health-matters-health-and-work/health-matters-health-and-work> Downloaded 14/01/2020

ADULT EDUCATION AND SKILLS

What does the JSNA tell us?

People with higher education and skill levels generally have better health – both through higher incomes and a better understanding of how to stay healthy. The chart below shows that many communities in Peterborough and the Fens have low levels of education and skills (marked blue black), while communities in Cambridge and South Cambridgeshire often have very high education and skill levels (marked light blue). Some people need to regain confidence and skills after an illness to return to work. For migrant workers, English language skills are key to accessing a wider range of jobs.



Source: MHCLG <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2015> Downloaded 14/01/2020

How are we working together already?

- The second theme of the recently approved Combined Authority Skills Strategy is ‘Empower local people to access education and skills to participate fully in society, to raise aspirations and enhance progress into further learning or work.’ It outlines several actions which will help to close the local skills gap including:
 - Improving Adult Education Budget Commissioning to link directly with apprenticeships and job progression.
 - Developing a University for Peterborough.
 - Creating a health and care sector work academy, working collaboratively with local care and health providers.

What can the Health and Wellbeing Board do?

- The Health and Wellbeing Board can endorse the Combined Authority Skills Strategy theme to ‘Empower local people to access education and skills, to participate fully in society, to raise aspirations and enhance progress into further learning or work’.
- Health and care providers on the Health and Wellbeing Board can work with the Combined Authority to deliver a successful Health and Care sector work academy, supporting local people into jobs.

Outcomes for residents:

- Residents in all parts of Cambridgeshire and Peterborough have access to good quality training, jobs and incomes.
- Residents working locally are helped to stay healthy by their employers.
- More residents with long term health conditions are in work.

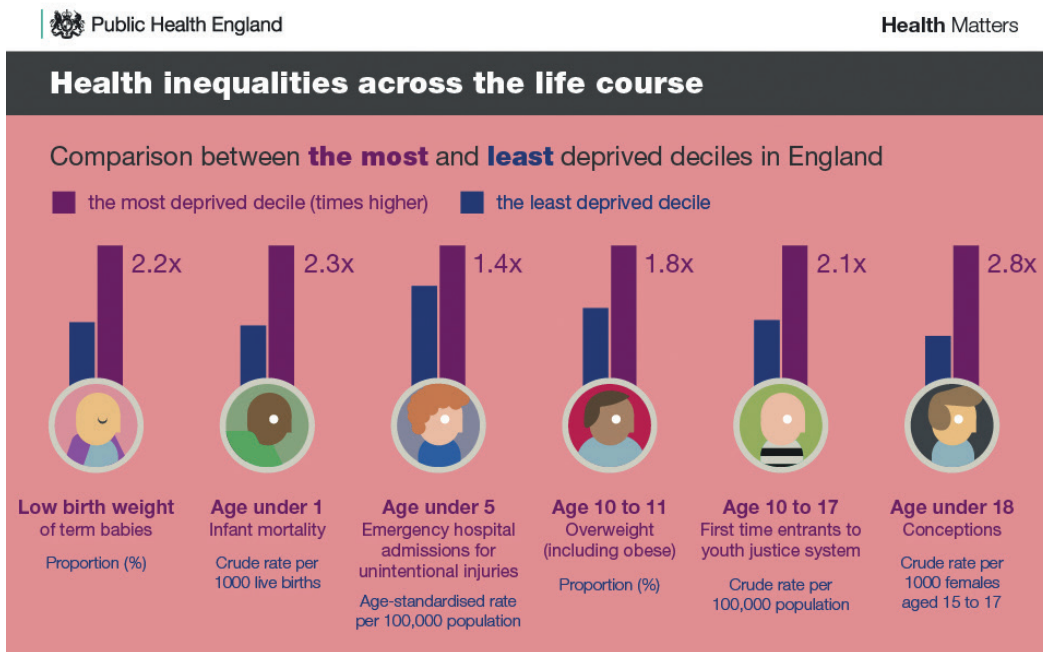
PRIORITY TWO: HELPING CHILDREN ACHIEVE THE BEST START IN LIFE

What happens in pregnancy and childhood influences a person's health throughout their life.



Source: Health matters: giving every child the best start in life, Public Health England. <https://publichealthmatters.blog.gov.uk/category/health-matters/> Downloaded 14/01/2020

Social and economic factors are important - health inequalities between the most and least deprived areas locally and nationally are evident from the earliest stage.



Source: Health matters: prevention – a life course approach, Public Health England. <https://www.gov.uk/government/publications/health-matters-life-course-approach-to-prevention/health-matters-prevention-a-life-course-approach> Downloaded 14/01/2020

Information from the JSNA and discussions with a range of local stakeholders about 'Helping Children achieve the Best Start in Life' have identified two areas for focus:

2.1 The Best Start in Life from pre-birth to age five

2.2 Developing an integrated approach for older children and adolescents

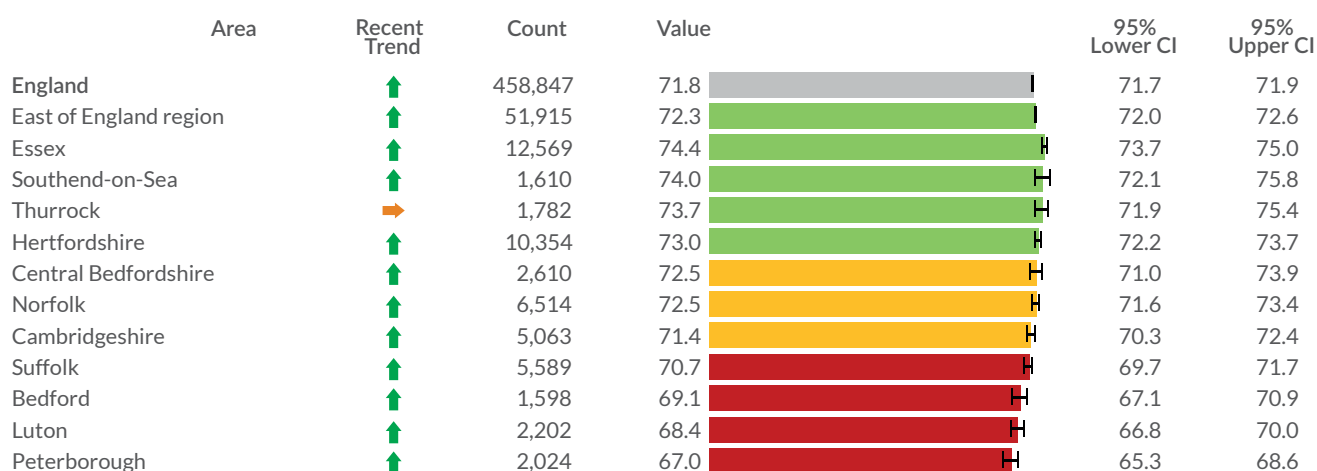
2.1 THE BEST START IN LIFE FROM PRE-BIRTH TO AGE FIVE

What does the JSNA tell us?

Both Peterborough and Fenland have more children living in poverty than the national average, and this is likely to affect their health and wellbeing.

In reception class, children are assessed for 'school readiness' – which covers their physical development, communication and social skills. Good 'school readiness' means a child is more likely to flourish at school, achieve good educational outcomes, and have good long term health. In Peterborough and Fenland, children are less likely to be ready for school than nationally, as shown for Peterborough in the chart below.

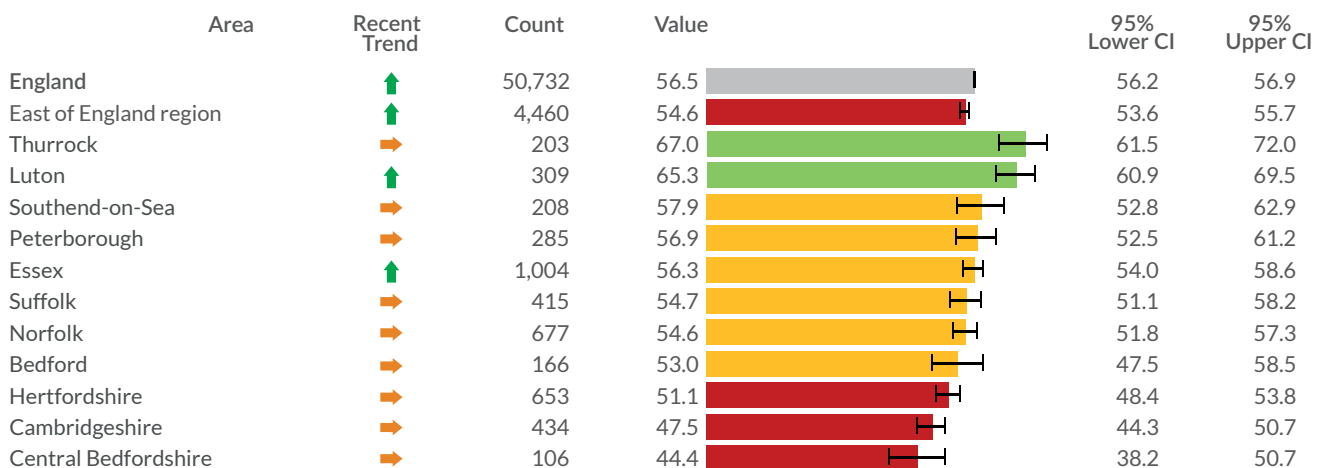
School Readiness: the percentage of children achieving a good level of development at the end of reception, 2017/18



Source: Public Health England. Fingertips <https://fingertips.phe.org.uk/> Downloaded 14/01/2020

In Cambridgeshire, children experiencing poverty who are eligible for free school meals are less likely to be ready for school than children from similar backgrounds in other counties as shown in the chart below.

School Readiness: the percentage of children with free school meal status achieving a good level of development at the end of reception, 2017/18



Source: Public Health England. Fingertips <https://fingertips.phe.org.uk/> Downloaded 14/01/2020

2.1 THE BEST START IN LIFE FROM PRE-BIRTH TO AGE FIVE

The child population in our main urban areas is rich in diversity – in both Peterborough and Cambridge, around half of all births in 2017 were to mothers who themselves were born outside the UK. In Peterborough, a third of schoolchildren speak a language other than English at home.

How are we working together already?

- Over the past year, a multi-agency Cambridgeshire and Peterborough 'Best Start in Life' Strategy has been developed, with the vision that "Every child will be given the best start in life supported by families, communities and high quality integrated services". The BSiL strategy covers the time from conception until children start school and is focussed on three key outcomes for local children.
 - Children live healthy lives.
 - Children are safe from harm.
 - Children are confident and resilient with an aptitude and enthusiasm for learning.

A new 'Best Start in Life' service model is being developed, with increased focus on a place based approach, linking young families into local communities.

- There has been investment in a local 'Better Births' programme, including development of community hubs, improved peri-natal mental health services, and interventions to support pregnant women to stop smoking.

What can the Health and Wellbeing Board do?

- The Health and Wellbeing Board can endorse the Best Start in Life Strategy 2019-24, which is overseen by the Cambridgeshire and Peterborough Children's Health and Wellbeing Executive Board.
- NHS organisations on the Health and Wellbeing Board can make sure that 'Better Births' hubs and perinatal mental health services are fully integrated with the new 'Best Start in Life' service model.
- Local authority and voluntary sector organisations on the Health and Wellbeing Board can help develop the place based 'Best Start in Life' model, by supporting links with local communities.

Outcomes for residents

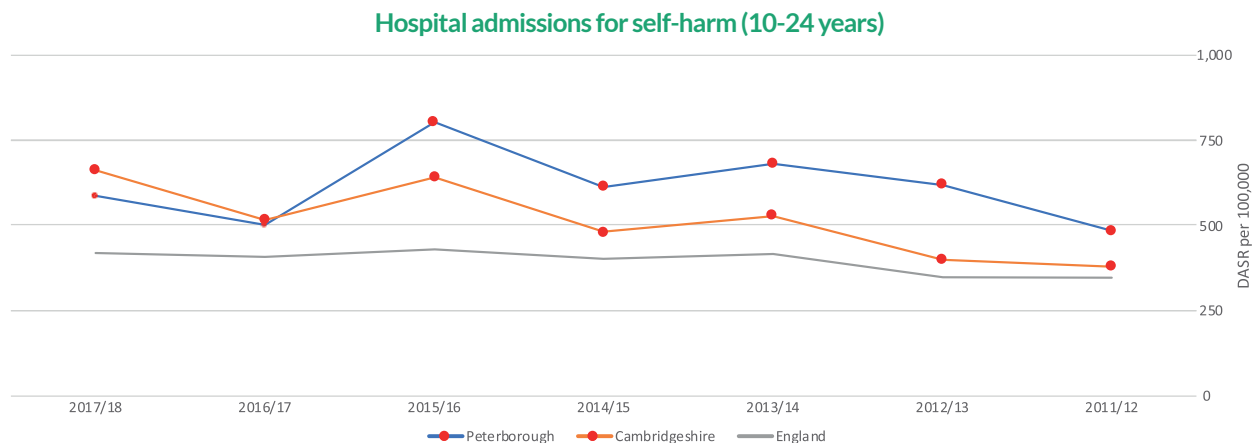
- Babies and young children are healthier and safer.
- Parents and families can find the right information and support to help their children stay healthy.
- Young children are more confident, resilient and ready to start school.



2.2 DEVELOPING AN INTEGRATED APPROACH FOR OLDER CHILDREN AND ADOLESCENTS

What does the JSNA tell us?

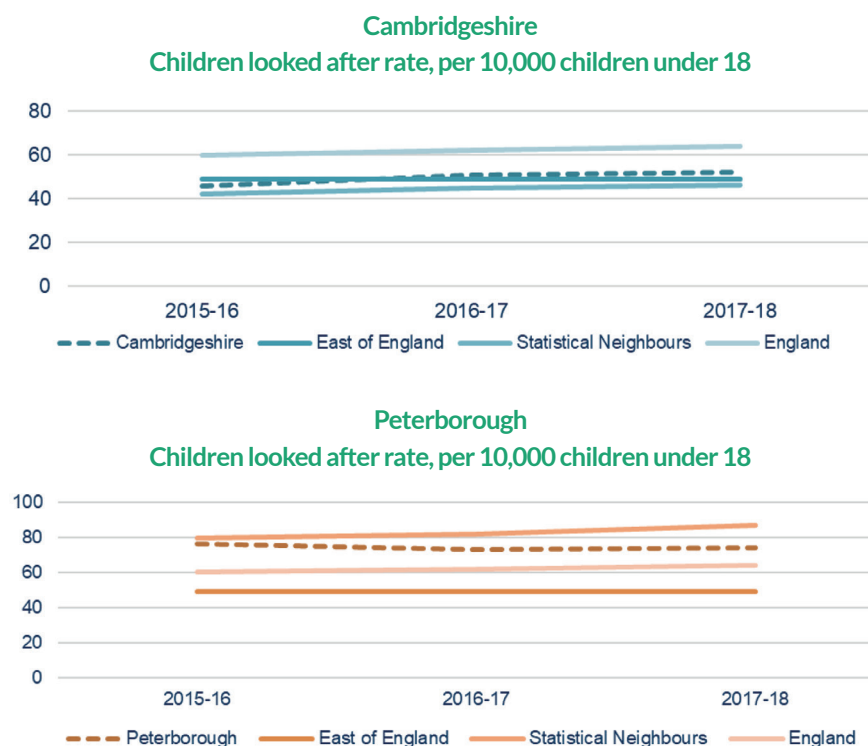
The JSNA shows that 10-24 year olds in Cambridgeshire and Peterborough are more likely to be admitted to hospital for self-harm (often an overdose) than the national average. This may be partly because hospitals around the country collect information in different ways, but it is still of concern.



Source: Public Health England. Fingertips <https://fingertips.phe.org.uk/> Graphic generated by Cambridgeshire & Peterborough Public Health Intelligence

Local 16-24 year olds are also more likely than the national average to be homeless, particularly in Peterborough. Young people in Peterborough are more likely than average to be admitted to hospital for injuries, asthma or diabetes, to be teenage mothers, and not to be in education, employment or training.

Nationally there have been rising rates of children taken into care, and these children are some of the most vulnerable people in our society. In Peterborough the numbers of children in care are in line with similar local authorities. In Cambridgeshire there are more children in care than in similar counties, and their rates of health checks and immunisations are low.



Area	No.	%*	Rate per 10,000 of pop.
Cambridge	139	20%	60.2
East Cambridgeshire	60	8%	30.6
Fenland	163	23%	81.1
Huntingdonshire	165	23%	45.1
South Cambridgeshire	98	14%	27.9
Non-Cambridgeshire postcode	81	11%	-
Cambridgeshire	706	66%	52.5
Peterborough	370	34%	74.6
Cambridgeshire and Peterborough	1,076		58.3

Source: Public Health England. Fingertips <https://fingertips.phe.org.uk/> Graphic generated by Cambridgeshire & Peterborough Public Health Intelligence

2.2 DEVELOPING AN INTEGRATED APPROACH FOR OLDER CHILDREN AND ADOLESCENTS

How are we working together already?

- The Cambridgeshire and Peterborough Children and Young People Emotional Wellbeing Board works jointly to improve services and outcomes for young people with mental health problems.
- The Clinical Commissioning Group receives national NHS funding to improve child and adolescent mental health services by delivering a 'Local Transformation Plan'.
- The Police and Crime Commissioner is funding work to promote young people's resilience through the local Healthy Schools Support Service.
- The Cambridgeshire and Peterborough Special Educational Needs and Disability (SEND) Strategy aims to provide joined up support for children and young people with disabilities across Education, Health and Social Care.
- Peterborough City Council has received national funding for a 'Family Safeguarding' pilot, in which adult mental health, drug and alcohol, and domestic abuse workers provide direct care and support to parents. This reduces the number of children who need to go into care. Cambridgeshire County Council is receiving similar funding to implement the 'Family Safeguarding' model.

What can the Health and Wellbeing Board do?

- The Health and Wellbeing Board can ask the Children's Health and Wellbeing Executive Board to bring together organisations and stakeholders, to develop an integrated outcomes framework and strategy for older children and adolescents across Cambridgeshire and Peterborough.
- Health and Wellbeing Board member organisations can help Children in Care to belong in local communities, by taking practical steps to include them and those who care for them in local activities and services.

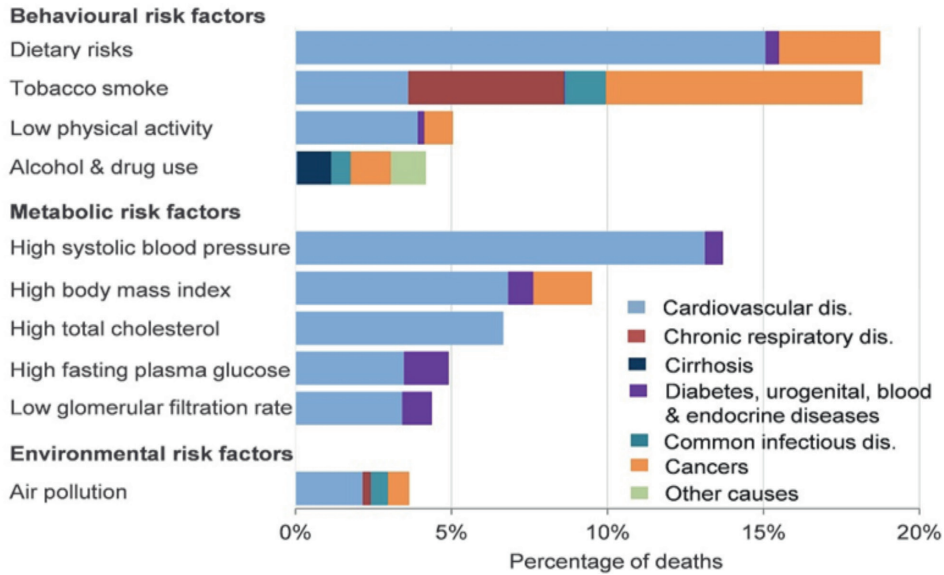
Outcomes for residents

- Children and young people have better mental health.
- Fewer young people are homeless.
- Fewer young people are not in education training or work.
- Vulnerable young people are included in local communities and get help and support when they need it.
- Fewer young people are taken into care.



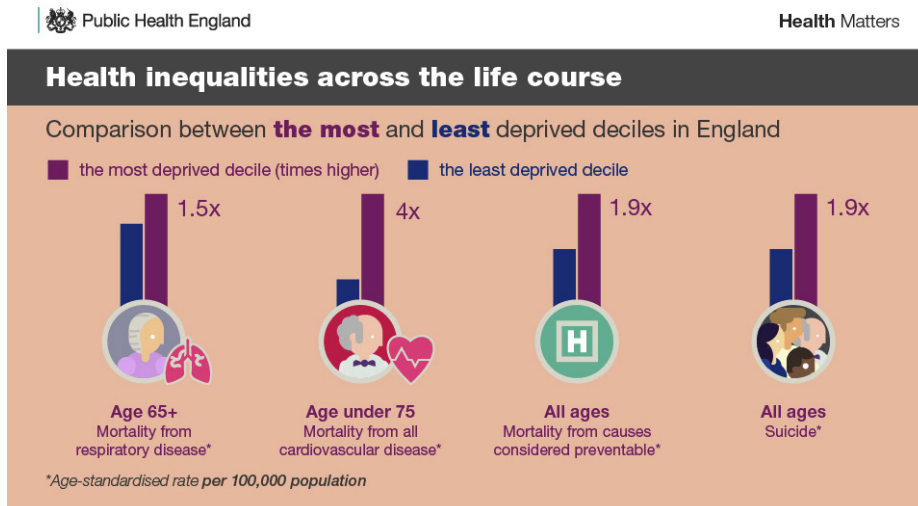
PRIORITY THREE: STAYING HEALTHY THROUGHOUT LIFE

Research shows that some lifestyle behaviours have a major impact on a person’s risk of developing long term health conditions such as heart and lung disease, cancer and diabetes. The biggest risks are eating an unhealthy diet and smoking tobacco, each responsible for about 20% of deaths. Too little physical activity and alcohol and drug use are also significant.



Source: Global Burden of Disease Study 2013 in Health Profile for England 2017. Public Health England,

Social and economic factors remain relevant in adulthood, with big differences in health between the most and least deprived communities, locally and nationally.



Source: Health matters: prevention – a life course approach, Public Health England. <https://www.gov.uk/government/publications/health-matters-life-course-approach-to-prevention/health-matters-prevention-a-life-course-approach> Downloaded 14/01/2020

Information from the JSNA and discussions with a range of local stakeholders about ‘Staying healthy throughout life’ have identified four outcome areas for focus:

- 3.1 A joined up approach to healthy weight, obesity and diabetes
- 3.2 Reducing inequalities in heart disease and smoking
- 3.3 Improving mental health and access to services
- 3.4 Ageing Well – working with a growing older population

3.1 A JOINED UP APPROACH TO HEALTHY WEIGHT, OBESITY AND DIABETES

What does the JSNA tell us?

Obesity increases the risk of several diseases including diabetes, heart disease, cancer and arthritis. In Cambridgeshire and Peterborough, between one in three and one in four children are overweight or obese by the time they leave primary school. Both locally and nationally, some communities with high rates of poverty and deprivation, and some ethnic groups including South Asians, have higher childhood obesity rates.

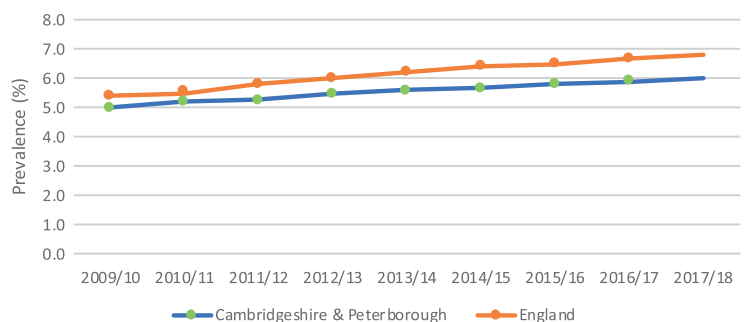
Around two in three adults are estimated to be overweight or obese, and in Peterborough and Fenland rates of overweight, obesity, and diabetes are all worse than the national average. The numbers of people with diabetes have been rising both locally and nationally and more than one in twenty adults now has diabetes.

NHS benchmarking statistics show that outcomes of treatment for patients with diabetes in Cambridgeshire and Peterborough are generally worse than the national average.

**Recorded prevalence of obesity
18+ years, 2017/18**

Area of GP Location	Percentage	Number of people
Cambridge	4.7	7,601
East Cambridgeshire	9.2	6,227
Fenland	13.2	12,353
Huntingdonshire	8.7	12,489
South Cambridgeshire	7.1	7,555
Cambridgeshire	8.1	46,225
Peterborough	10.1	16,916
Cambridgeshire and Peterborough CCG	8.5	63,141
England	9.8	4,530,447

**Recorded diabetes prevalence,
17+ years**



Source: Public Health England. Fingertips
<https://fingertips.phe.org.uk/> Downloaded 14/01/2020

How are we working together already?

- A local authority led Healthy Weight Strategy for Cambridgeshire was approved in 2017 and a Healthy Weight Strategy for Peterborough is in process of being produced. These include actions to promote both healthy eating and physical activity.
- The NHS led Sustainable Transformation Partnership (STP) has identified obesity and diabetes as a clinical priority, and is producing a local Diabetes and Obesity Strategy.
- The Cambridgeshire and Peterborough Public Health Reference Group (PHRG) have collated information on more than 50 fast food outlet policies from other UK local authorities.

What can the Health and Wellbeing Board do?

- The HWB Board member organisations can approve and adopt the Cambridgeshire and Peterborough Healthy Weight Strategies and the STP Obesity and Diabetes Strategy - and make sure they are implemented in a joined up way with consistent messages.
- Planning authorities on the HWB Board can use the PHRG review of local authority fast food policies, to consider what they could introduce locally.

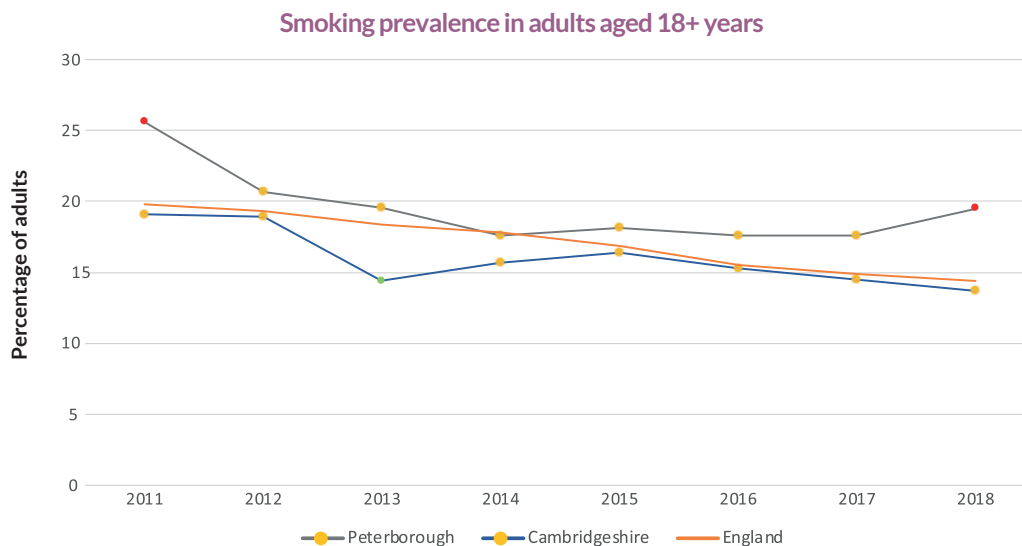
Outcomes for residents

- More children and adults have a healthy weight.
- Fewer residents develop obesity and diabetes.
- Residents with diabetes in all parts of Cambridgeshire and Peterborough have access to good care.

3.2 REDUCING INEQUALITIES IN HEART DISEASE AND SMOKING

What does the JSNA tell us?

Local smoking rates haven't fallen as fast as elsewhere and are now above the national average in Peterborough and similar to average in Cambridgeshire. Almost one in four women in Wisbech smoke during pregnancy, which can affect the health of both mother and baby, compared with one in ten women nationally.

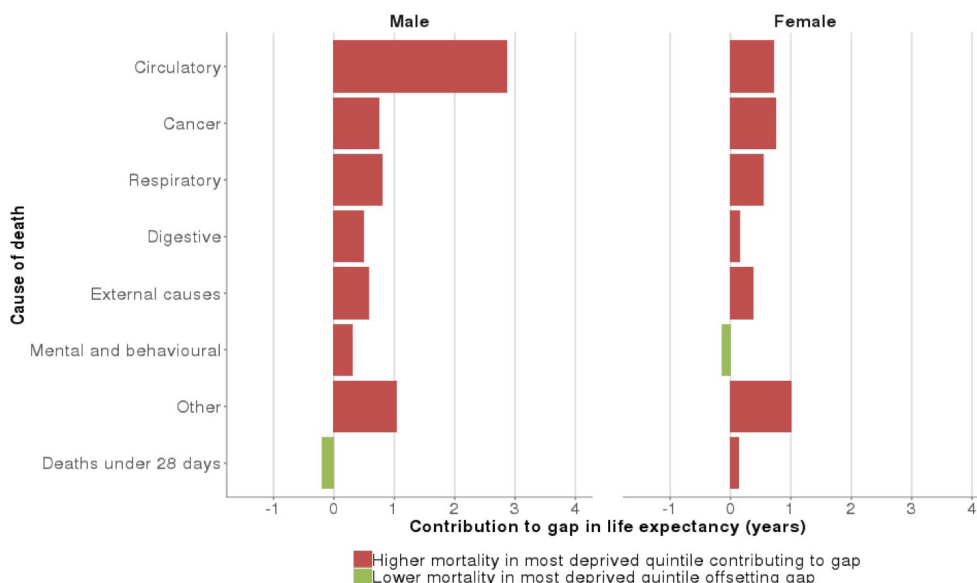


Source: Public Health England. Fingertips <https://fingertips.phe.org.uk/> Graphic generated by Cambridgeshire & Peterborough Public Health Intelligence

Deaths under the age of 75 from circulatory disease (heart disease and stroke) are higher than average in both Peterborough and Fenland.

Both nationally and locally, heart disease is linked with social and economic deprivation and with ethnicity – there are higher rates in both South Asian and some Eastern European communities. Circulatory disease accounts for three years of the difference in life expectancy between men in the most and least deprived areas of Peterborough, and there are also high rates in Wisbech.

Bar chart showing the breakdown of the life expectancy gap between the most deprived quintile and least deprived quintile of Peterborough, by broad cause of death, 2015-17



Public Health England. Segment Tool <https://analytics.phe.gov.uk/apps/segment-tool/> Downloaded 14/01/2020

3.2 REDUCING INEQUALITIES IN HEART DISEASE AND SMOKING

How are we working together already?

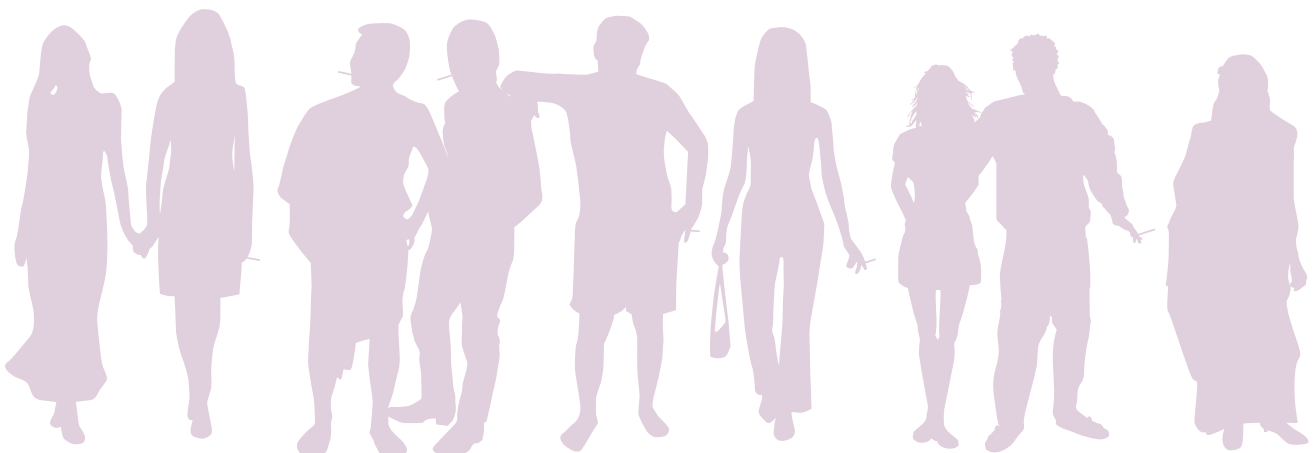
- The Cambridgeshire and Peterborough Smoke Free Alliances have developed a local multi-agency strategy to prevent and reduce the harm caused by smoking and tobacco.
- The local Clinical Commissioning Group (CCG) has developed a Prevention Strategy, which focusses on the role of local NHS organisations in tackling smoking and high blood pressure.
- The NHS led Sustainable Transformation Partnership (STP) has identified cardiovascular disease as a clinical priority and is developing a local Cardiovascular Disease strategy.
- In Peterborough, public health staff are working with the South Asian communities to develop a healthy living programme to help prevent diabetes and heart disease.
- In Wisbech, addressing smoking has been identified as a priority for local work to improve health, across organisations.

What can the Health and Wellbeing Board do?

- Health and Wellbeing Board organisations can endorse and adopt the Cambridgeshire and Peterborough Smoking and Tobacco Strategy, led by the Smoke Free Alliances.
- The Health and Wellbeing Board can endorse the CCG Prevention Strategy, and the Clinical strategy for Cardiovascular Disease led by the STP.
- Health and Wellbeing Board member organisations and Primary Care Networks can focus resources on working together in the most deprived areas of Peterborough and Wisbech to prevent and effectively treat cardiovascular disease.

Outcomes for residents:

- Fewer residents die early as a result of smoking.
- Fewer residents die early from heart disease.
- Residents with heart disease in all parts of Cambridgeshire and Peterborough have access to good care.



3.3 IMPROVING MENTAL HEALTH AND ACCESS TO SERVICES

What does the JSNA tell us?

Around one in ten adults nationally have depression, according to information on GP practice records. Locally, it is more common for people to have depression in Fenland, and least common in Cambridge. In Cambridge the rates of serious mental illness such as schizophrenia and bipolar disorder are higher than average (about one in one hundred adults). Around one in two hundred adults are recorded on GP registers as having learning disabilities, and the rate is highest in Fenland.

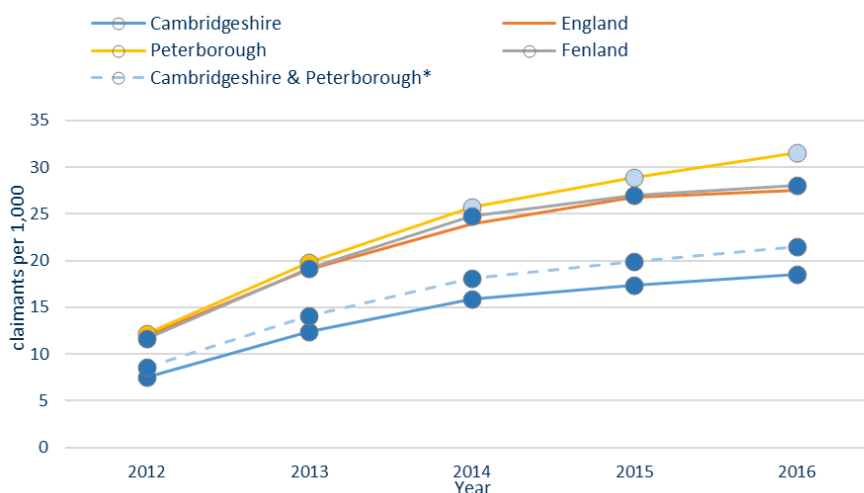
Recorded prevalence of mental health, dementia and learning disabilities, 2017/18

Area of GP Location	Schizophrenia, bipolar affective disorder and other psychoses		Depression (18+)		Dementia		Learning disabilities	
	%	Number	%	Number	%	Number	%	Number
Cambridge	1.0	2,013	7.0	11,410	0.5	922	0.3	584
East Cambridgeshire	0.7	609	9.4	6,368	0.7	599	0.4	364
Fenland	0.6	733	11.0	10,352	0.7	866	0.6	650
Huntingdonshire	0.7	1,249	9.7	13,897	0.8	1,420	0.5	837
South Cambridgeshire	0.8	1,045	8.6	9,197	0.7	892	0.3	451
Cambridgeshire	0.8	5,649	8.9	51,224	0.7	4,699	0.4	2,886
Peterborough	0.8	1,870	8.5	14,272	0.7	1,521	0.5	1,072
Cambridgeshire and Peterborough	0.8	7,519	8.8	65,496	0.7	6,220	0.4	3,958
England	0.9	550,918	9.9	4,589,213	0.8	446,548	0.5	284,422

Source: Public Health England. Fingertips <https://fingertips.phe.org.uk/> Graphic generated by Cambridgeshire & Peterborough Public Health Intelligence. *Patients with a record of unresolved depression since April 2006.

Since 2012, the numbers of people claiming benefits for mental health problems which make them unable to work has risen and is highest in Peterborough.

Employment Support Allowance (ESA) claimants for mental and behavioural disorders



Source: Public Health England. Fingertips <https://fingertips.phe.org.uk/> Graphic generated by Cambridgeshire & Peterborough Public Health Intelligence

The Health Watch 'What would you do?' survey and focus groups identified some concerns about local mental health services in particular:

- Waiting times for both adults and children's mental health services.

3.3 IMPROVING MENTAL HEALTH AND ACCESS TO SERVICES

- Services sometimes seeming fragmented – with people either too ill or not ill enough to access them.
- Care can seem to be service centred rather than person centred.

How are we working together already?

- The local 'Mental Health Crisis Concordat' brings together NHS, police, local authority and voluntary sector services. The local 'Dial 111 option 2' mental health crisis service developed recently, is due to be rolled out nationally.
- A multi-agency Suicide Prevention Strategy approved in 2018 is being implemented.
- There have been several successful bids for national funding streams leading to local service developments. These include:
 - The child and adolescent mental health Local Transformation Plan.
 - National NHS funding to pilot waiting targets for mental health appointments.
 - NHS funded pilots for suicide prevention and for helping people with mental health issues into employment.
- The national 'Campaign to end Loneliness' is working with local stakeholders to produce a Cambridgeshire and Peterborough Loneliness toolkit, which aims to improve both mental and physical health outcomes.

What can the Health and Wellbeing Board do?

- Health and Wellbeing Board member organisations can support work through 'Think Communities' to address loneliness in Cambridgeshire and Peterborough.
- The Health and Wellbeing Board can work with the Sustainable Transformation Partnership (STP) Board and Crisis Care Concordat, to ensure that there is joined up governance and oversight for all aspects of mental health strategy.
- Health and Wellbeing Board member organisations can support pathways for vulnerable people with mental health problems into housing and employment.

Outcomes for residents

- More residents feel included in their communities and fewer experience loneliness.
- Residents with mental health problems can access the support they need from 'joined up' services which make sense to them.
- More people with severe mental health problems are in stable housing and employment.



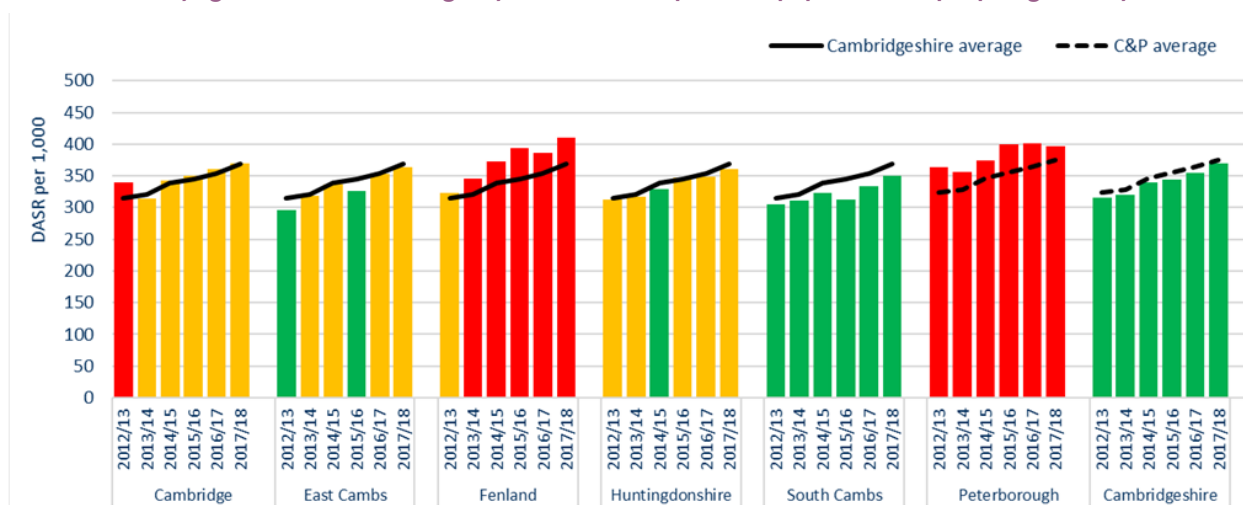
3.4 AGEING WELL – WORKING WITH A GROWING OLDER POPULATION

What does the JSNA show?

Older people make a huge and often unpaid contribution to society – for example through grandparents caring for children, and retired people continuing to use their skills through volunteering. The numbers of people in Cambridgeshire and Peterborough aged seventy-five or over are expected to increase by between 40% and 50% from 2016 to 2026.

The risk that a local resident aged 75 or over will be admitted to hospital as an emergency increased between 2012/13 and 2017/18 in all parts of Cambridgeshire and Peterborough. Emergency hospital admission rates for older people are highest in Fenland and Peterborough and lowest in South Cambridgeshire.

Directly age standardised emergency admission rate per 1000 population for people aged 75+ years



Source: NHS Digital Hospital Episode Statistics, ONS mid-year population estimates

Once in hospital, there is a history in Cambridgeshire of some older people staying in hospital for longer than they need to. This is called a 'delayed transfer of care'. The Sustainable Transformation Partnership (STP) has prioritised delayed transfers of care as an area for joint health and social care action, and there have been recent improvements, which need to be maintained.

The risk of developing dementia increases with age, and may increase the need for both health and care services. While many cases of dementia aren't preventable the risk can be reduced by lifestyle changes in mid to later life.



Source: Health matters: midlife approaches to reduce dementia risk, Public Health England.
<https://www.gov.uk/government/publications/health-matters-midlife-approaches-to-reduce-dementia-risk/health-matters-midlife-approaches-to-reduce-dementia-risk> Downloaded 14/01/2020

3.4 AGEING WELL – WORKING WITH A GROWING OLDER POPULATION

A common reason for hospital admission, and sometimes for onward referral to residential care is a serious fall. Elderly residents of Cambridge City are more likely than those in other areas to be admitted to hospital for a fall.

Emergency hospital admissions, falls in people aged 65+ years, 2017/18

Indicator	Period	England rate per 100,000	C&P rate per 100,000	C&P Number	Pboro rate per 100,000	Pboro number	Cambs rate per 100,000	Cambs number	Cambridgeshire Districts				
									Cambridge	Cambridgeshire East	Fenland	Huntingdonshire	S Cambs
People aged 65 & over (persons)	2017/18	2,170	2,140	3,261	2,041	602	2,164	2,659	2,591	2,014	2,177	2,056	2,123
People aged 65 & over (males)	2017/18	1,775	1,732	1,076	1,635	192	1,754	884	2,187	1,491	1,951	1,612	1,696
People aged 65 & over (females)	2017/18	2,453	2,437	2,185	2,320	410	2,465	1,775	2,860	2,400	2,355	2,361	2,469
People aged 65-79 (persons)	2017/18	1,033	935	982	897	179	943	803	1,263	752	951	956	876
People aged 65-79 (males)	2017/18	855	764	388	759	72	766	316	1,172	533	799	794	658
People aged 80 & over (persons)	2017/18	5,469	5,636	2,279	5,357	423	5,702	1,856	6,440	5,673	5,730	5,246	5,741
People aged 80 & over (female)	2017/18	6,115	6,345	1,591	6,082	303	6,410	1,288	7,243	6,570	6,031	6,008	6,521

Source: Public Health England. Fingertips <https://fingertips.phe.org.uk/> Graphic generated by Cambridgeshire & Peterborough Public Health Intelligence

The HealthWatch 'What would you do?' survey of local people's views on health services asked 'What is most important to help you keep your independence and stay healthy for as long as possible?' The most highly rated answer was 'I want to be able to stay in my own home for as long as it is safe to do so'.

People also said they wanted 'seamless' health and social care services; access to appropriate and timely housing adaptations and wider, more varied range of housing options; access to their local community; access to better transport options; and that it was important to support carers in their caring roles. People valued their local support networks, and wanted better information about how health and care services worked and where to go for information or support.

How are we working together already?

- Local authorities and the NHS work together to prepare and deliver 'Better Care Fund' Plans using nationally allocated resources.
- The Sustainable Transformation Partnership (STP) has prioritised joint work on delayed transfers of care, and these are improving.
- The local authority 'Adults Positive Challenge Programme' is providing better information for older people and their families, and encouraging services to work flexibly with older people, building on their strengths and community networks - including two 'Neighbourhood Cares' pilots.
- The multi-agency 'Ageing Well' Board brings together joint preventive programmes for older people including falls prevention and a multi-agency dementia strategy.

What can the Health and Wellbeing Board do?

- Health and Wellbeing Board member organisations can work more closely with the Adults Positive Challenge and Ageing Well Board programmes to support older people in their homes and communities – helping people make sense of the services available to them and taking a 'Think Communities' approach (see p.26)
- The Health and Wellbeing Board can monitor how well we are working together to help older people receive their care outside hospital, using a system 'emergency bed days' measure.

Outcomes for residents

- Older residents are supported to stay healthy and independent in their homes and communities for as long as possible.
- Older residents spend less time in hospital.
- Older residents feel that health and social care services are 'joined up' and make sense to them.

PRIORITY 4: GOOD QUALITY HEALTH AND SOCIAL CARE

Views of local residents and patients

Good quality health and social care when you need it matters to everyone. One of the most up to date sources of information on local people's views of healthcare in Cambridgeshire and Peterborough is the HealthWatch 'What would you do?' report, published in May 2019. Over 800 people gave their views and there were some clear messages:



Source: HealthWatch Cambridgeshire & Peterborough. <http://www.healthwatchcambridgeshire.co.uk/> Downloaded 14/01/2020

'We identified recurring and persistent themes in the comments people wrote in the surveys and when talking to us in the focus groups. These messages are very similar to what we hear in our routine collection of people's experiences of health care locally.

- People we heard from want faster, easier access to primary care services, particularly to GPs.
- People are interested in self-help and are asking for support to access information and appropriate services to help them keep well.
- Support is not always offered; people often look for support themselves sometimes whilst coping with illness or another's illness. They find that information is in lots of different places, often not current, and often not accessible.
- Carers with long-term conditions often have the additional challenges of caring for others. People often experience poor communication between services and as a patient. Often the patient / carer has to co-ordinate it themselves and chase to get anywhere.
- Patients want to be listened to, especially people with long-term conditions who are often 'experts' in their condition and able to recognise when their health changes.
- People with conditions over a long time told us they experienced worsening services.
- Care can seem to be service-centred rather than person-centred. We heard this particularly of autism and mental health services.
- Care is often not joined-up – especially for people with long-term or multiple conditions. People told us they wanted to be seen and treated holistically. The experience was of systems not 'talking' to each other, and people not understanding how the system works.
- There is a 'digital divide'. Not everyone does or can use the internet, but there is awareness of its potential.
- Travel and transport difficulties continue to be barriers to effective health care. There is some evidence of willingness to travel and the limits on this for some aspects of care and some groups.

PRIORITY 4: GOOD QUALITY HEALTH AND SOCIAL CARE

External quality inspections

External Care Quality Commission inspection reports for local NHS Trusts are variable, ranging from outstanding to 'requires improvement'. The Queen Elizabeth Hospital Trust in Norfolk, which is used by residents of Wisbech and North Fenland has recently been rated as 'inadequate'. Most GP practices are rated as good and some as outstanding, but some have been rated as 'inadequate' or 'requires improvement' and there is a higher proportion of these GP practices in Peterborough.

Trust	2014	2015	2016	2017	2018	2019
Cambridge University Hospital Foundation Trust		Inadequate	Requires improvement	Good		Good
Peterborough City Hospital	Requires improvement	Good			Good	Requires improvement
Hinchingbrooke Hospital	Inadequate		Good		Requires improvement	Requires improvement
Cambridgeshire and Peterborough Foundation Trust		Good			Good	
Cambridgeshire Community Services	Good				Good	Outstanding
Papworth Hospital		Good				Outstanding

Source: Care Quality Commission. <https://www.cqc.org.uk/what-we-do/how-we-do-our-job/inspection-reports#cqc-solr-search-theme-form>

Demand and financial pressures

The Cambridgeshire and Peterborough health system is one of the most financially challenged in the country – with the mid-2019 annual deficit across local NHS organisations totalling in the order of £190 million. A large part of this deficit sits with NHS hospitals which treat patients from outside the area – so not all of this funding is spent on Cambridgeshire and Peterborough residents. Local Council social care and public health services are also under pressure financially, and services face additional pressure from a growing and ageing population.

PRIORITY 4: GOOD QUALITY HEALTH AND SOCIAL CARE

Health inequalities

While local NHS Trusts are providing good quality services across Cambridgeshire and Peterborough, it's not always clear that services and staff are allocated proportionately to need. There are many differences in service provision which are historical, and which may not be related to current health needs and inequalities.

The Cambridgeshire and Peterborough Sustainable Transformation Partnership (STP)

The Cambridgeshire and Peterborough Health and Wellbeing Boards work alongside the Cambridgeshire and Peterborough Sustainable Transformation Partnership (STP). The STP Board is made up from the Chairs and Chief Executives of the main local NHS organisations, and Local Authority representation. It is accountable to regional and national NHS regulators.

The STP Board is preparing an STP Five Year Plan for NHS services in Cambridgeshire and Peterborough (2019-24), which also covers partnership working with local authority social care and public health services. This is the local version of the nationwide NHS Long Term Plan.

It aims to transform the local health and care system and ensure financial sustainability, while tackling deprivation related health inequalities and leveraging the benefits of local research and innovation expertise.

The STP Five Year Plan for Cambridgeshire and Peterborough will be available on weblink www.fitforfuture.org.uk/ and is working toward five main priority programmes to transform local health and care services:

1. Develop a high quality, efficient integrated primary, community, mental health, acute and social care model, based around integrated neighbourhoods. This will build on the current integrated neighbourhood teams work and potentially leverage partnerships with industry.
2. Implement a full outpatient transformation programme looking at modernising the pathway end-to-end.
3. Redesign high volume and high cost healthcare pathways (starting with trauma/orthopaedics and ophthalmology) across community and through acute care, to reduce inefficiencies and variation and ensure quality.
4. Identify opportunities to make the best use of the existing fixed cost base in the local NHS, including estates and IT.
5. Leverage research and innovation, focused on responding to the challenges in the NHS Long Term Plan across the whole STP area and wider region.

It's essential that the Health and Wellbeing Board and the STP Board have a shared vision and fully aligned strategies for health and social care services. This section of the Health and Wellbeing Strategy reinforces the STP Board aims to tackle health inequalities, achieve financial sustainability, and develop new, high quality, care models based on neighbourhood teams. The four focus areas for the Health and Wellbeing Strategy are:

4.1 Embedding a 'Think Communities' approach to place based working

4.2 A joint approach to population growth

4.3 Addressing financial challenges together

4.4 Acting as a system to reduce health inequalities

4.1 EMBEDDING A 'THINK COMMUNITIES' APPROACH TO PLACE BASED WORKING

What does the JSNA tell us?

No two local communities are exactly the same and some are very different – for example in Doddington & Wimblington ward in rural Cambridgeshire, one in four residents is aged 65+ and only one in twenty was born outside the UK. In Central ward in Peterborough, only one in ten residents is aged 65+ and one in two was born outside the UK. The health needs and the skills and assets within different communities also vary widely.

How are we working together already?

Public sector bodies in Cambridgeshire and Peterborough are increasingly working together using a 'Think Communities' approach. This means freeing up local staff to work together across organisations and with communities to solve problems and achieve the outcomes local people want. The approach aims to build relationships locally and address situations where 'care is not joined up' and 'systems not talking to each other', described in the HealthWatch 'What would you do?' report. Small voluntary sector organisations can be key to the Think Communities approach – which aligns with the skills and assets already held within communities and neighbourhoods.

There are now several 'Think Communities' pilot areas across Cambridgeshire and Peterborough. Some are new and others are building on work which was already happening. Pilot areas include the Ortons in Peterborough, Oxmoor in Huntingdonshire, Wisbech in Fenland, 'Neighbourhood Cares' areas in Soham and St Ives, and the Southern Fringe in Cambridge/South Cambridgeshire.

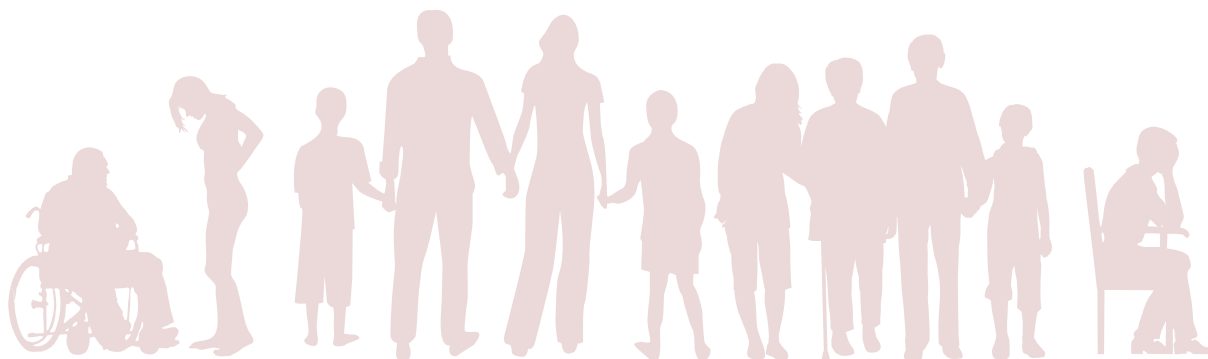
At the same time, the NHS both locally and nationally is developing Primary Care Networks, based on groups of GP practices covering about 30,000-50,000 people. In Cambridgeshire and Peterborough, community health services and adult social care are creating integrated neighbourhood teams around these GP practice groups – aiming to build local relationships and 'joined up' care.

What can the Health and Wellbeing Board do?

- Health and Wellbeing Board organisations can endorse and adopt the 'Think Communities' approach, as the locally agreed way of working in partnership with each other and local communities.
- Health and Wellbeing Board organisations can actively promote joint working across 'Think Communities' pilots and Primary Care Network integrated neighbourhood teams – recognising the geography covered will sometimes, but not always, be the same.
- At district level, 'Living Well Partnerships' can consider joining wider 'Think Communities Delivery Boards',

Outcome for residents

- Residents understand how they can help themselves and each other to stay healthy in their local communities.
- Residents experience 'joined up' local services which help them to solve problems and achieve the health and social care outcomes they want.

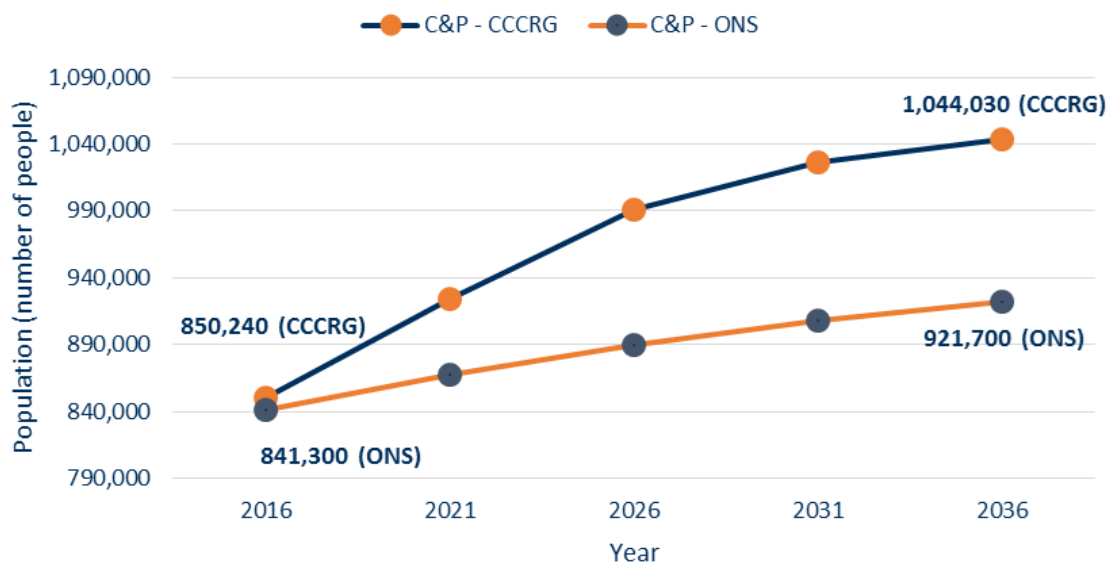


4.2 A JOINT APPROACH TO POPULATION GROWTH

What does the JSNA say?

We expect our population to grow alongside our growing economy, but forecasts from different sources vary. The nationally calculated population forecasts predict we will have around 900,000 people in Cambridgeshire and Peterborough by 2026, while our locally calculated forecasts predict we will have about 990,000 people. This is important because if more people live locally there is more demand on health and social care services. We need national funding for these services to keep up with local population growth.

Cambridgeshire and Peterborough - absolute long term (20 year) population change, 2016 to 2036 (all ages)



Source: ONS 2016-based Subnational population projections and CCCRG mid-2015 based population forecasts (JSNA CDS figure 8)

How are we working together already?

- NHS organisations are aware of and use the Cambridgeshire County Council Research Group population forecasts for planning purposes.
- What can the Health and Wellbeing Board do?
- Health and Wellbeing Board member organisations can work together to make sure we present the same clear narrative to national government about how our population is growing, and the impact on infrastructure and services.

Outcomes for residents

- Residents are confident that enough health and social care services will be provided to meet the needs of a growing population.

4.3 ADDRESSING FINANCIAL CHALLENGES TOGETHER

In mid-2019, NHS organisations within Cambridgeshire and Peterborough were overspending by approximately £190 million per year compared to their baseline allocations from national NHS funding. This deficit is subsidised nationally and by other Sustainable Transformation Partnerships (STPs) within the Eastern Region. It's important to note that much of this overspend is at our hospitals, which treat many patients from outside Cambridgeshire and Peterborough as well as the local population.

In contrast, Local Authority adult social care and public health services in Cambridgeshire and Peterborough do not have a high spend compared to other areas.

Public health funding is allocated to local authorities through a national ring-fenced grant, and due to historical issues public health services in Peterborough are funded at 20% below the expected level for an area with its level of need. In Cambridgeshire, the funding is about 5% below the expected level.

Adult social care funding is locally generated through Council tax with some national grants in addition. In Peterborough and Cambridgeshire, spend has historically been lower than or similar to benchmark. Council finances are challenged both nationally and locally and social care budgets are experiencing severe financial pressures. Ongoing transformation is needed to remain within the available budgets.

How are we working together already?

- NHS and local authorities recognise the high level of financial constraints in the system, and that all organisations have significant financial pressures.
- NHS and local authority finance directors communicate and work together through a sub-group of the Sustainable Transformation Partnership (STP) Board.

What can the Health and Wellbeing Board do?

The Health and Wellbeing Board can

- Work with the STP to ensure that national lobbying on fair funding for Cambridgeshire and Peterborough is joined up and consistent.
- Engage with service transformations designed to bring the health system finances back into balance.
- Identify opportunities where integration across NHS and local authority services can improve prevention, join up care for service users and reduce overall costs.

Outcomes for residents

- Health and care services are financially sustainable.

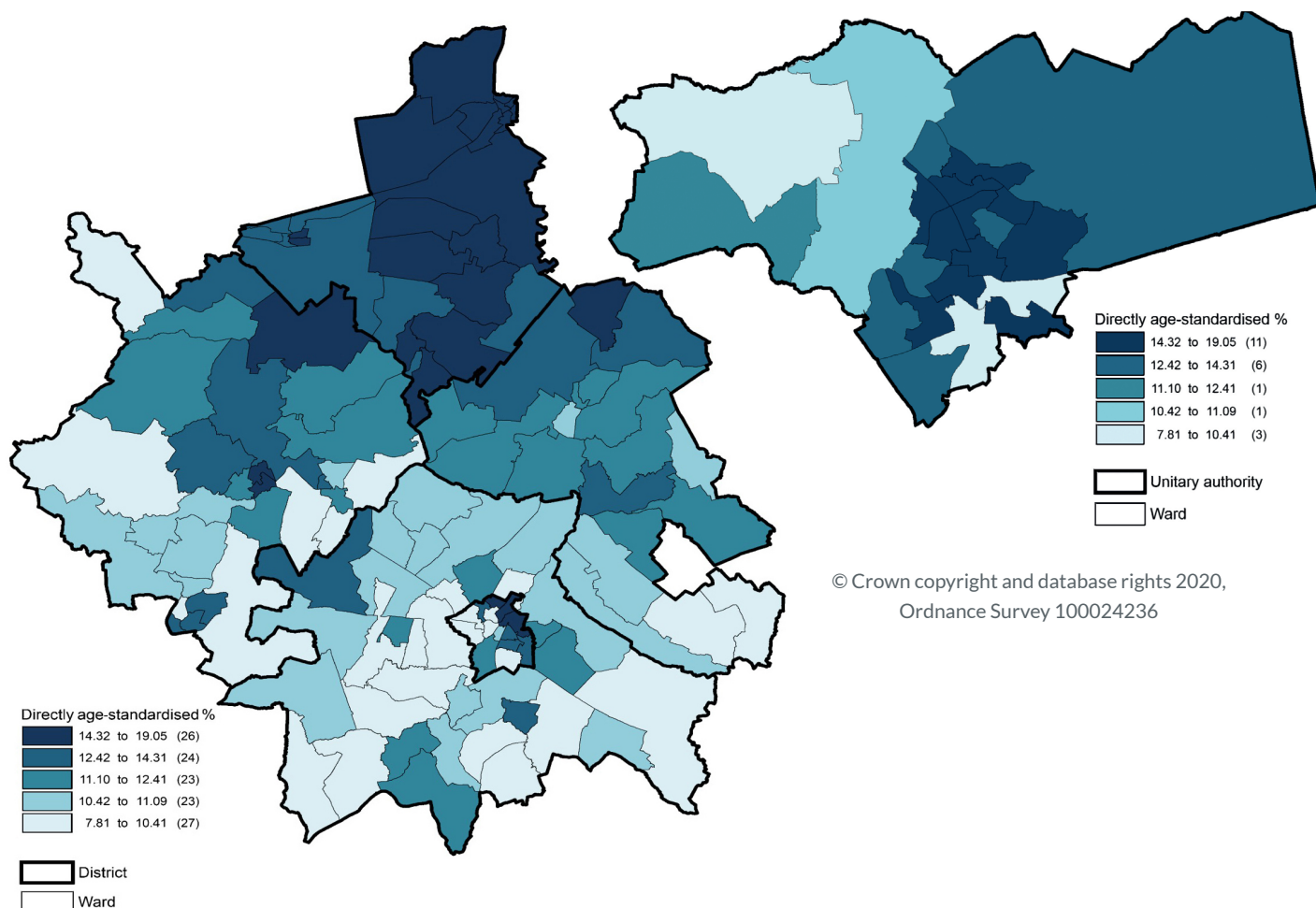


4.4 ACTING AS A SYSTEM TO REDUCE HEALTH INEQUALITIES

What does the JSNA say?

Needs for health and social care services are not equally distributed across Cambridgeshire and Peterborough. People in Fenland and Peterborough are more likely to have long term illnesses which limit their activities in daily life. The maps below show that communities with the poorest health can be concentrated into small areas – including central Peterborough, north Fenland and north east Cambridge.

Long-term activity-limiting illness, ward, 2011



It is not always easy to provide health services in proportion to local needs – particularly in rural areas like Fenland which are some distance from the nearest hospital.

How are we working together locally?

- Some services have modelled their provision in relation to needs. For example local authority Child and Family Centres in both Cambridgeshire and Peterborough have remodelled their provision to provide more focus on areas with the highest needs, and health visiting services have use a workforce modelling tool – the ‘Benson model’ to allocate workforce where families and children’s needs are highest. This is made easier by a Child Health Information System which provides good local data.
- Some public health contracts specify that services must see a higher proportion of their clients from areas of deprivation and this is performance monitored.
- Some place based community pilots in areas with higher deprivation take a holistic approach and include health and wellbeing alongside other community issues, for example Wisbech 2020 and Peterborough’s Can Do area.

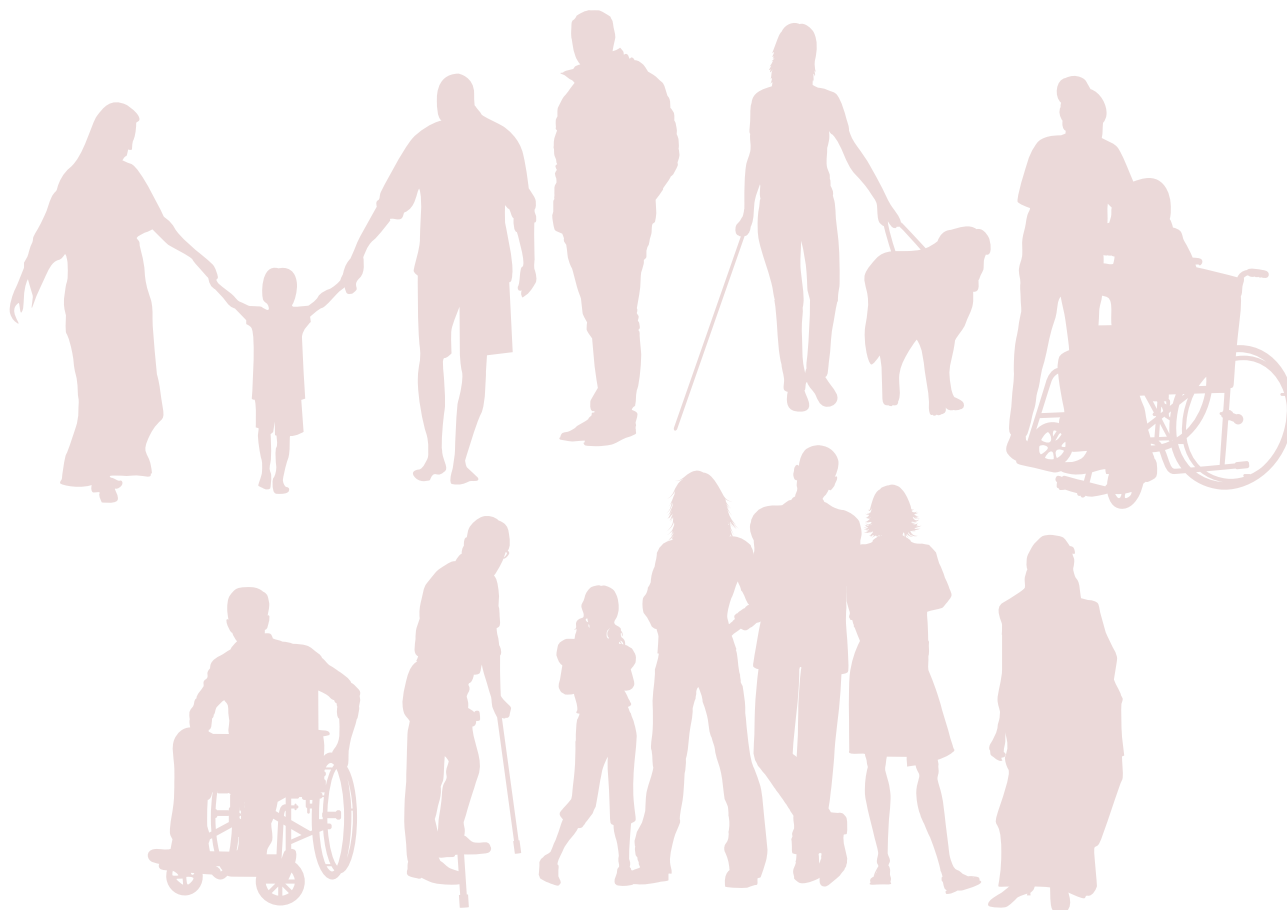
4.4 ACTING AS A SYSTEM TO REDUCE HEALTH INEQUALITIES

What can the Health and Wellbeing Board do?

- Health and care service providers on the Health and Wellbeing Board can use their own service data, together with wider population health data, to identify whether their services are reaching communities with the highest level of needs and whether their workforce is allocated proportionately. This can form part of a wider 'Population Health Management' approach.
- The Health and Wellbeing Board can encourage Primary Care Networks which look after communities with higher levels of deprivation and poorer health to develop joint preventive programmes with local authority public health services.
- Health and Wellbeing Board member organisations can consider their role as 'anchor organisations' in Cambridgeshire and Peterborough, including how their employment, workplace health and procurement practices can support good quality training and jobs for more disadvantaged communities.
- The Health and Wellbeing Board can endorse the Cambridgeshire & Peterborough Clinical Commissioning Group (CCG) Health Inequalities Strategy, currently in development.

Outcomes for residents

- More residents from socially disadvantaged communities have training and jobs in health and care services.
- Residents from communities with the worse health outcomes receive extra support to stay well and prevent health problems.
- Residents from communities where many people have health problems or disability experience good access to health and care support services.



GLOSSARY

Health and Wellbeing Board: A statutory partnership board which provides a forum where key leaders from the health and care system work together to improve the health and wellbeing of their local population and reduce health inequalities. It is a sub-committee of the local County or City Council.

Sustainable Transformation Partnership (STP): A non-statutory partnership of NHS organisations and local authority social care providers in an area, which works to run services in a more coordinated way, agree system-wide priorities, and plan collectively how to improve residents' day-to-day health.

Clinical Commissioning Group (CCG): Clinically led statutory NHS bodies, responsible for the planning and commissioning of health services for their local population.

HealthWatch: A statutory mechanism intended to strengthen the collective voice of users of health and social care services and members of the public, both nationally and locally. The aim of LHW is to give citizens and communities a stronger voice to influence and challenge how health and social care services are provided within their locality.

Care Quality Commission (CQC): The independent regulator of all health and social care services in England. Its job is to make sure that care provided by hospitals, dentists, ambulances, care homes and services in people's own homes and elsewhere meets government standards of quality and safety.

Combined Authority (CA): A combined authority is a legal body set up using national legislation that enables a group of two or more councils to collaborate and take collective decisions across council boundaries. The Cambridgeshire and Peterborough CA has a directly elected Mayor.

Healthy New Towns: The Healthy New Towns Programme (www.england.nhs.uk/ourwork/innovation/healthy-new-towns/) was launched in 2015 with funding from NHS England to explore how the development of new places could provide an opportunity to create healthier and connected communities with integrated and high-quality services.

Think Communities: The Think Communities partnership approach (2018) has been developed in collaboration with partners to create a shared vision, approach and priorities for building Community Resilience across Cambridgeshire and Peterborough.



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