

Cambridgeshire and Peterborough Sustainability and Transformation Partnership

2018-19 External Communications and Engagement Strategy

Working Document – June 2018 V7

Version control

Version	Date	Name	Details of updates
V2	03/07/18	Jane Coulson	Added priority column to the tactical plan.
V3	09/07/18	Jane Coulson	CP, HW, HWB support group, Comms Cell edits incorporated
V4	10/07/18	Jane Coulson	JB edits
V5	10/07/18	Jane Coulson	CP final edits
V6	10/07/18	Laura Anthony	Formatting
V7	12/07/18	Jane Coulson	HCE amendments

Purpose

The purpose of this strategy is to set out how the Cambridgeshire and Peterborough Sustainability and Transformation Partnership (STP) plans to engage with local people, communities, and other key stakeholders during 2018-19.

All of the STP partners are engaged in the delivery of this strategy.

Our system partners are:

- Cambridgeshire and Peterborough Clinical Commissioning Group
- Cambridge University Hospitals Foundation Trust
- Cambridgeshire & Peterborough Foundation Trust
- Cambridgeshire Community Services NHS Trust
- North West Anglia NHS Foundation Trust
- Papworth Foundation Trust
- Peterborough City Council
- Cambridgeshire County Council

It seeks to build on the good foundations of engagement over the last two years, to expand awareness of our system programme and of progress made to date amongst key audiences. Also, to strengthen the role of partners, the public and key stakeholders in the planning, development and implementation of our programmes of work.

Within groups and communities, it seeks to build on previous engagement and develop a sense of ownership of the values, priorities and expectations of health and care services which will be used to guide system decision making at all levels.

A separate internal communications and engagement strategy will set-out how we intend to ensure that all of our staff, including clinicians and GPs are kept informed and have the opportunity to be involved.

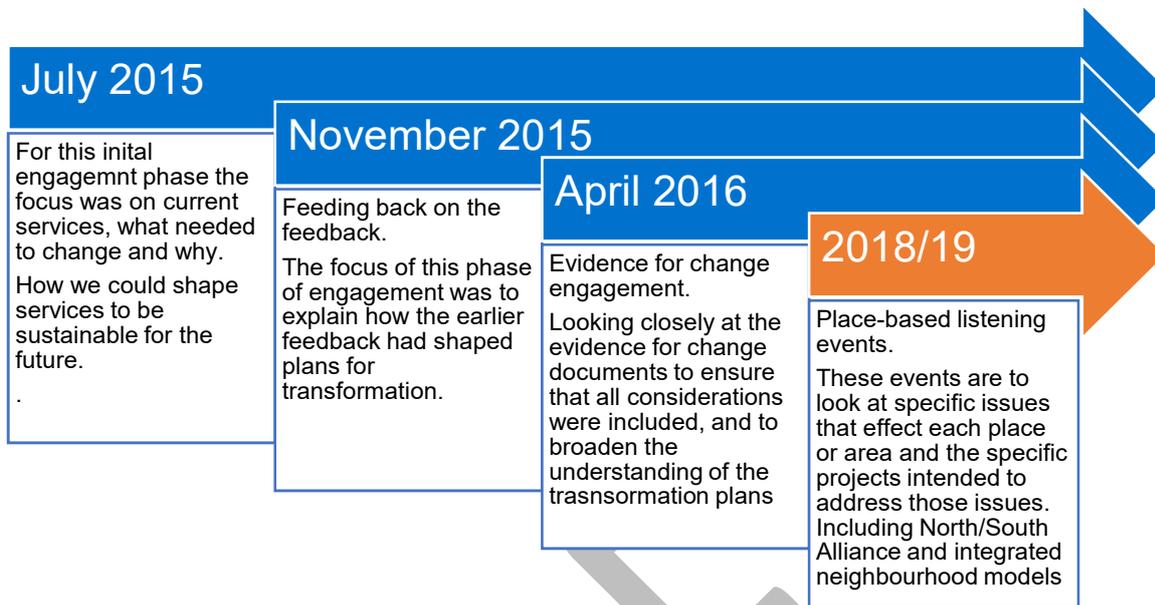
Current position

From an engagement perspective, there has been a mixed picture of progress and success in terms of raising public awareness and building ownership and a commitment to action. Starting in 2015, there has been considerable engagement with clinicians, staff, stakeholder groups, patients and public on how we should develop the STP in our area. Our local authority partners, County, City, District Councils have been partners in the development of the STP. We have established and maintain strong relationships with our City and County Council Overview & Scrutiny Committees, as well as with our two Health & Wellbeing Boards. Key stakeholders have been kept up to date on the progress of STP Fit for the Future projects, however the wider community are less well informed now we are moving towards delivery.

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The diagram below shows the stages of engagement from 2015 projected forward to 2019.



The table below gives an overview of our current position with regard to communications and engagement.

	What has gone well	What has gone less well
Awareness raising	Our plan was informed by numerous stakeholder and public events.	The public and some stakeholders are largely ambivalent towards our programmes of work.
Involvement in decision-making	<p>We have made good progress in ensuring that there is direct patient, carer and interest group membership of system-wide design and implementation groups i.e. Clinical Communities and Delivery Groups.</p> <p>We have established robust governance arrangements.</p> <p>Leaders, patients, managers and colleagues directly involved in our system</p>	<p>There are still gaps for patient, carer, interest group representatives to be filled on some implementation groups.</p> <p>More needs to be done to demonstrate openness and accountability to the public in how the STP is being delivered.</p> <p>We have not yet, reached a point where we have a critical</p>

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	programmes of work have a better understanding.	mass of people who are advocates for change.
Co-production	We have established and maintain strong relationships with our City and County Council Overview & Scrutiny Committees, as well as with our two Health & Wellbeing Boards	There are other key stakeholders who need a more targeted focus in order to ensure that they play a more active role, for example, our MPs, the Combined Authority/Mayors office.

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Communications and engagement principles

To guide the progression and delivery of this strategy we have developed some key principles:

- Shared **leadership** of our communications and engagement strategy, between our System Delivery Unit (SDU) and the in-house communication leads of each partner (Comms Cell)
- A **joined-up approach is taken for communications** by partner organisations who have the predominant role in delivery of key projects e.g., out-of-hospital interventions led by CPFT
- Our communications and engagement with all of our stakeholders will be based on the **core values of honesty, integrity and transparency**
- Establishing and maintaining a **single resource of consistent and coherent multi-purpose content and information** which can be tailored to different audiences and delivered via various channels e.g., our website, partner internal communication channels, etc.
- Ensuring that the development and implementation of service change or transformation projects meet the **highest standards of engagement and consultation** and that statutory duties in relation to involving stakeholders and, where appropriate, consultation are observed
- Ensuring that the **patient voice is heard** throughout service change planning and implementation, ensuring that Healthwatch and patient representatives are an integral part of all STP workstreams, programmes and projects
- **Predominant use of 'borrowed' channels** for delivery (i.e. cascade by and through partner organisations), as this represents both the most cost-effective approach and the ability to use credible, recognised channels. This also reinforces the messages that the partners are the system not something separate
- Support to leaders throughout the system to **promote consistent and agreed messaging**
- **Close co-ordination with key stakeholders** to ensure that they are heard and that there are 'no surprises'. Our key stakeholders are listed in the strategy at appendix one and include, Councillors, MPs, Healthwatch, public forums etc
- We will ensure that the **highest standards of engagement** are followed as set out by Healthwatch to ensure local people have their say, namely:
 - i. Set out the case for change so people understand the current situation and why things may need to be done differently;
 - ii. Involve people from the start in coming up with potential solutions
 - iii. Understand who in our community will be affected by our proposals and find out what they think;

- iv. Give people enough time to consider our plans and provide feedback; and
- v. Explain how we used people's feedback, the difference it made to the plans and how the impact of the changes will be monitored.

Alongside these principles the STP is fully supportive of the legal duties in relation to public involvement and consultation. The STP itself is not a statutory organisation, the legal duties rest with Cambridgeshire and Peterborough Clinical Commissioning Group as the statutory body. However, in relation to communications and engagement this SDU will fully support the CCG in upholding this legal duty. See appendix 3 below.

Approach

As defined in our principles, we will, where possible, use existing channels of communication because our partners across the system produce many forms of communications to differing audiences. Channels already in use across the system are:

- **Digital:** websites, intranets, e-bulletins, video
- **Social media:** Twitter, Facebook, YouTube, LinkedIn
- **Print media:** local, regional, national, trade media
- **Broadcast media:** local, regional and national radio and TV
- **Face-to-face:** public and existing meetings, focus groups and workshops
- **Printed materials:** posters, leaflets
- **Accessible materials and media:** recordings, sign interpreters, translations, Easiread information

For the future we will:

- explore innovative methods of communications and engagement with our differing audiences, looking closely at how best to communicate with our diverse communities across the area.
- ensure that our communications and engagement are fully accessible and meet the needs of the intended audience, considering the diverse communications needs of people across our area.
- work closely with public and patient support groups, voluntary sector organisations as well as our local Healthwatch organisations to ensure that we maximise on the existing relationships and engagement channels that have been established with people across our area.
- communicate and engage across the whole range of existing statutory and public/patient groups and meetings that are established in the health and care sector.

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Communications and engagement will take place throughout the STP process at system level as well as at individual project level ensuring we are having the right conversations with the right people at the right time. See table below:

System-wide (example)	Place-based events Three-year roadmap Planned care (stroke) possible consultation Self-care CCG Stakeholder news CCC and PCC Shared integrated services North/South Alliance Delivery Groups
Programme based (example)	Better Births Healthy Peterborough
Project based (example)	Adults Positive Challenge Trauma and orthopaedics project Greater Peterborough Network Integrated (GPN) Neighbourhoods
Condition based (example)	Wheelchair services procurement Diabetes
Seasonal campaigns (example)	Winter planning Summer planning NHS at 70 Annual public meeting NWAngliaFT 2018 National Health weeks/days such as mental health week, carers week,
Partner specific (example)	GP surgery procurement work Royal Papworth Hospital Opening Royal Papworth Hospital Centenary Cambs County Council and Peterborough City Council business planning Shared and integrated services PCC and CCC Cambs2020 CUH together NWAFT increasing foundation trust membership NWAFT staff intranet for merged trusts

All of our communications and engagement plans are aligned to our four system priorities (appendix 1). More detail regarding leadership, timing, methodology and this alignment can be found in appendix 2. This tactical plan covers the remainder of 2018/19 and encompasses the collective communications and engagement activities of all our system partners.

Audience and stakeholders

For each piece of work, we will map our stakeholders to understand how best to engage them. We have many stakeholders:

NHS/Partners

- NHS England and its local offices
- Department of Health
- Cambridgeshire and Peterborough CCG Member Practices
- Local Medical Committee (LMC)
- Local Pharmaceutical Committee
- GP practices
- GP Federations
- Optometrists
- Dentists
- Pharmacists
- NHS provider Trusts
- Bordering CCGs
- Private and voluntary sector providers
- Health and Wellbeing Boards: Cambridgeshire, Peterborough, Northamptonshire, Hertfordshire, Rutland & Lincolnshire
- Health Overview and Scrutiny Committees: Cambridgeshire, Peterborough, Northamptonshire, Hertfordshire, Huntingdonshire, Rutland & Lincolnshire
- Living Well Area Partnerships
- Education: University - health sciences, research, innovation and training
- Media
- Other Public Services i.e. police, fire etc
- Social Partnership Forum/ Unions
- Professional representative groups
- Cambridgeshire Public Services Board

Patients and the public

- People who use local health services and their carers
- Our area NHS staff, also users of local NHS services
- Healthwatch organisations: Cambridgeshire, Peterborough, Northamptonshire, Hertfordshire, Rutland & Lincolnshire
- Patient Participation Groups (PPGs)
- Patient Forums
- CCG Patient Reference Groups
- BME or community groups
- Patient, or condition, support groups
- Our residents in Cambridgeshire and Peterborough, Oundle, Wansford and Royston
- Interest groups
- Voluntary, community and third sector organisations

- Charitable organisations
- Governors of local Foundation Trusts
- Lay representatives on local Boards
- Other partnership Committees, Boards and Groups

Local Government

- Politicians: MPs for Cambridge, North East Cambs, South East Cambridgeshire, South Cambs, North West Cambs, Huntingdon, Peterborough, Corby & East Northants, North East Herts, Grantham and Stamford, Rutland and Melton, South Holland and The Deepings, Leicester East, Leicester South and Leicester West & Bedford
- Cambridge County Council and Peterborough City Council - leaders, councillors, chief executives and officers
- Combined Authority/Mayor
- District Councils - leaders, councillors, chief executives and officers
- Unitary Councils - leaders, councillors, chief executives and officers
- Town and Parish Councils - leaders, councillors, and officers

Evaluation

It is vital that we regularly critically examine our communications and engagement work. This involves us collecting and analysing information on impact, outcomes and opinions around the work we have delivered or are in the process of delivering. This allows us to make judgements about its effectiveness and whether things need changing as we move forward.

The Communications Enabling Group, alongside patient representative groups, will focus on evaluating specifically whether communications and engagement activities were effective and achieved what they intended. They will use the process to gain insight into how to move forward rather than simply measuring successful completion of the activities.

Good evaluation can help sustain communications and engagement objectives and clearly identify where lessons can be learned that will improve programmes in the future.

This strategy will be reviewed annually. The tactical plan (appendix 2) will be reviewed by the Communications Enabling Group at each monthly meeting.

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Appendix 1

Our Partnership is committed to **4 priorities for change**.

Priorities	Vision
At home is best	To create neighbourhoods of 30-60k as a delivery vehicle for preventative and holistic care, so by the end of three years all community based services are delivered through integrated neighbourhoods individually or in partnership.
Safe and effective hospital care, when needed	To treat patients in the most efficient manner and setting, within the system – making as much use of technology and flexing our capacity-demand planning across all four acute hospital sites as possible.
We're only sustainable together	To develop the beneficial behaviours of an 'Integrated Care System' by acting as one system, jointly accountable for improving our population's health and wellbeing, outcomes, and experience, within a defined financial envelope.
Supported delivery	<p>Culture and organisational development: to develop the capabilities and culture to us to become an effective integrated care system; and collaboratively and collectively deliver the changes across our system year in year out.</p> <p>Workforce: to collectively understand the workforce requirements that will deliver higher quality and efficient health and social care for our population. We understand the changing nature of health and social care and together we will prioritise key areas of demand and supply and will be innovative to ensure that these needs are met. We are committed to ensuring our workforce are fit, healthy, motivated and proud to work in our system. We will provide access to support, development and flexible career pathways for people to access at the right time for them.</p> <p>Digital: to be the most digitally enabled local health and care system in England.</p> <p>Estates: co-locating services, disposing of underutilised estate and ensuring all buildings are fit for purpose</p>

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Appendix 2 – Tactical Plan

Tactical Plan							
Priority	Brief description	Lead	Dates		Audience or stakeholders	Method	System priority
			Start	Finish			
Fit for the Future (SDU)							
Place-based engagement events	<p>SDU plans to facilitate place-based engagement events in three localities during 2018/19.</p> <p>The agenda and format will be agreed based on key issues for that area. These will be issue based events, with speakers from key partners involved in delivering services.</p> <p>The agenda will also reflect the North/South alliances and the three-year road map currently in development. The agenda will need to be agreed with input from public health and partner colleagues based on the key issues for each area.</p> <p>The place-based based events are a continuation of previous engagement events for the STP.</p>	Aidan Fallon Jane Coulson	September 2018	January/ February 2019	These events will focus on engagement with community groups, condition-specific support groups, voluntary sector groups, community support groups for specific diverse communities and will be open to the public.	Public-events These events will take the form of a public event in each location repeated once in the daytime, and then again in the evening. The public meeting events will have presentations and interactive workshop elements. It will take the form of an update to the public on what has happened since Fit for the Future has launched.	We're only sustainable together Supported delivery

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	<p>The SDU will manage the evaluation and reporting from these events. Feedback from the events will be collated into a place-based feedback report. This report will be shared with all Delivery and Enabling Groups, Projects Groups and Provider and Commissioner Boards and Governing Bodies.</p> <p>The reports from these events will be reported to Healthcare Executive and used to further inform delivery of the Fit for the Future Partnership work.</p>						
STP Board meeting in public	<p>To improve on public transparency as the STP progresses in the delivery stages the STP Board has agreed to work towards holding the STP Board meetings in public.</p> <p>As a step towards this all STP Board meeting minutes have been published on the Fit for the Future website.</p>	Catherine Pollard Laura Anthony	Autumn 2018	Ongoing	Public	<p>STP Board minutes retrospectively published on Fit for the Future website</p> <p>Meet the STP Board session for the public to meet the Board members and ask questions</p> <p>STP Board meetings to be held in public, with papers published on the Fit for the Future website before each meeting.</p>	<p>We're only sustainable together</p> <p>Supported delivery</p>
STP updates	<p>Regularly published updates that report on STP progress and delivery. These are sent to key stakeholder groups as part of reporting on the STP and published websites.</p>	Aidan Fallon Jane Coulson Laura Anthony	Ongoing	Ongoing	Key stakeholder Public through key stakeholder websites		Supported delivery
Fit for the Future website	<p>Regularly updated information on STP Board meetings, delivery and</p>	Jane Coulson	Ongoing	Ongoing	Public	Regular information updates	We're only sustainable together

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	opportunities for involvement in STP projects.					Publish regular news articles and information.	Supported delivery
Cambridgeshire and Peterborough Clinical Commissioning Group (CCG)							
Planned Care (Stroke)	Possible consultation around the proposals for location of rehabilitation care for the area	Sue Last	TBC	TBC	Public, key stakeholders	Consultation	At home is best Safe and effective hospital care, when needed
Better Births	Communications and engagement on this key programme of work, ensuring public are well informed about all the projects in this programme and have the chance to be involvement or have their say.	Helen McPherson	Ongoing	Ongoing	Public, key patient groups, key stakeholders	Social media, websites, leaflets, posters, press release. Patient Forums	At home is best Safe and effective hospital care, when needed We're only sustainable together Supported delivery
Winter Planning, summer planning	Preparing communications campaign materials, toolkits, and ensuring public engagement in the planning and delivery.	Jo Hobson	Ongoing	Ongoing	Public, key stakeholders	Social media, websites, leaflets, posters, press release. Patient Forums	At home is best Safe and effective hospital care, when needed We're only sustainable together Supported delivery

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Self-care	Preparing communications campaign materials, toolkits, and ensuring public engagement in the planning and delivery	Sue Last	Ongoing	Ongoing	Public, key stakeholders	Social media, websites, leaflets, posters, press release. Patient Forums	At home is best Safe and effective hospital care, when needed We're only sustainable together Supported delivery
GP Surgery procurements	Re-procurement of service providers, relocations of practices	Sue Last Hazel Thomson Simon Day	June 2018	April 2019	Directly affected patients, key stakeholders and the public in the affected area.	Engagement, Patient involvement, Patient meetings, Patient letters	At home is best We're only sustainable together
Improving access to Primary care procurement	National timetable to extend access in Primary care	Simon Day	January 2018	October 2018	Public, key stakeholders	Engagement, publicity, project level involvement	At home is best We're only sustainable together
Wheelchair service provider procurement	Procurement for a new service provider and development of service specification to meet national criteria.	Jo Hobson	April 2018	April 2019	Wheelchair service users and carers, directly affected patients, public, key stakeholders	Engagement, public meetings, patient meetings, public representation on the procurement project group, documents to support	At home is best Supported delivery
Local Urgent Care Service (LUCs) Hub development	Development of local urgent care	Sue Last	Ongoing	Ongoing	Particularly public in Fenland, wider public, key stakeholders	Engagement, newsletters, meetings	At home is best Safe and effective

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							hospital care, when needed
							We're only sustainable together
							Supported delivery
111 online	Soft launch of new ways of using 111	Jo Hobson	March 2018	Ongoing	Public	Engagement, website, social media	At home is best
							Safe and effective hospital care, when needed
							Supported delivery
Diabetes	Promoting health lifestyles, courses	Hazel Thomson	Ongoing		Affected patients, patients at risk of developing diabetes, public	Engagement events, patient literature, social media, website, meetings	At home is best
							Supported delivery
Stakeholder newsletter	Promoting the things that are happening in our system	Hazel Thomson	Quarterly	Ongoing	Public, key stakeholders	Published online, email distribution	Supported delivery
Cambridge University Hospitals (CUH)							
Winter 18/19	Prevention and operational messages to ease seasonal pressures and supporting system activity	Dail Maudsley-Noble/Alison Bailey	Summer	Ongoing	Staff, patients, public, key stakeholders	Social media, CUH website, press release, internal channels	Safe and effective hospital care, when needed
							We're only sustainable together
							Supported delivery

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Strategy – CUH Together	New strategy launched with priorities for the next 5 years, developed with staff, patients & partners	Alison Bailey/Dail Maudsley-Noble	Ongoing	TBC	Staff, patients, public, key stakeholders	Social media, CUH website, press release, internal channels	Safe and effective hospital care, when needed Supported delivery
Cambridgeshire and Peterborough NHS Foundations Trust (CPFT)							
Pride in our care - strategy	New strategy launched with priorities for the next 3-5 years. Developed with staff, patients, carers and partners	Andrea Grosbois	Ongoing	Ongoing	Staff, patients, carers, public, stakeholders	Social media, CPFT website, press release, internal channels	Supported delivery We're only sustainable together At home is best
Launch new digital channels	Launch office 365 to improve staff engagement and continue development of digital channels including staff app and Podcast. Procurement of a new public website and intranet	Andrea Grosbois	July 2018	Ongoing	Staff, patients, carers, partners	Internal campaign to support use of new digital channels including videos, face-to-face briefings, posters, existing intranet etc. Social media, CPFT blog, CPFT website and press release to highlight new digital tools available to public.	Supported delivery We're only sustainable together At home is best
Winter planning 2018/19	Messages around prevention, support available and what to do in crisis to ease seasonal pressures and support system activity. Key focus will focus on flu, increasing JET and MIU usage and	Andrea Grosbois	September 2018	Ongoing	Staff, patients, carers, public, GPs, ambulance services and partners	Social media, video, CPFT website, messages to GPs via CCG Gateway, press release, internal channels, CPFT blog	Safe and effective hospital care, when needed

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	support available for those in mental health crisis.						<p>We're only sustainable together</p> <p>At home is best</p> <p>Supported delivery</p>
Cambridgeshire Community Services (CCS)							
North Cambs Hospital redevelopment Wisbech	Redevelopment of community hospital site to deliver improved environment for patients, visitors, staff.	Karen Mason	May 2018	2021	Staff, patients, public, key stakeholders	Social media, CCS website, press releases, internal channels, partner channels, stakeholder meetings	<p>At Home is Best</p> <p>We're only sustainable together</p> <p>Supported delivery</p>
Princess of Wales Hospital redevelopment Ely	Redevelopment of community hospital site to deliver improved environment for patients, visitors, staff	Karen Mason	OBC development Sept 2018 – Feb 2019	2021	Staff, patients, public, key stakeholders	Social media, CCS website, press releases, internal channels, partner channels, stakeholder meetings	<p>At Home is Best</p> <p>We're only sustainable together</p>
Annual Public Meeting 2017-18	Review of innovation and redesign work and how this is improving outcomes	Karen Mason	11 Sept 2018	11 Sept 2018	All stakeholders to be invited	Meeting / presentation with Q&A session	<p>At Home is Best</p> <p>Supported delivery</p>
Winter 18/19	Support of prevention and operational messages to ease seasonal pressures and support system activity	Karen Mason	Summer	Ongoing	Staff, patients, public, key stakeholders	Social media, website, internal channels	<p>At Home is Best</p> <p>Safe and effective hospital care, when needed</p>

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								We're only sustainable together
								Supported delivery

North West Anglia NHS Foundation Trust (NWAngliaFT)							
Launch of intranet for merged Trust	Single intranet for use across all five hospital sites	Mandy Ward	Already underway	July 2018	Staff	Internal campaign using posters, existing intranet and face to face briefings	Supported delivery
Growing our Foundation Trust Membership	Increasing the number of people signing up as members of our hospitals Trust	Mandy Ward	Ongoing	Ongoing	Public	Meeting, Members' magazine	We're only sustainable together Supported delivery
Annual Public Meeting 2017-18	Review of our first-year post merger, plus showcasing research team work	Mandy Ward	19 July 2018	19 July 2018	All stakeholders to be invited	Meeting / presentation with Q&A session	Supported delivery
Trauma and Orthopaedics project	Work currently being scoped to look at how the Trust uses PCH and HH to manage trauma and orthopaedics patients	Mandy Ward	TBC	TBC	Public, CCG colleagues, Ambulance Service colleagues, Trust staff	Possible consultation required – awaiting development of project before a decision can be taken	Safe and effective hospital care, when needed Supported delivery
Royal Papworth Hospital							
Royal Papworth	Raising awareness of the reasons behind our move and ensuring staff, patients and partners understand what's	Kate Waters	2018 ongoing	2018 ongoing	Staff, patients, partners, public	Website (new website planned for September 2018), social media, media,	Safe and effective hospital care, when needed

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Hospital opening	happening when and what it means for them					staff briefings, intranet, events	Supported delivery
Celebrating Royal Papworth's centenary	Raising awareness of Royal Papworth's history and plans for the future	Kate Waters	2018 ongoing	2018 ongoing	Staff, patients, partners, public	Events, media relations, social media activity	Safe and effective hospital care, when needed Supported delivery
Recruiting new staff	Recruiting new staff in a range of areas to support the move to the new hospital	Kate Waters	2018 ongoing	2018 ongoing	New and existing staff, public	Recruitment events, new website area, social media advertising	Safe and effective hospital care, when needed Supported delivery
Cambridgeshire County Council							
Adults Positive Challenge	Developing a 'strengths based' approach to the development of services for vulnerable adults based on increased prevention and early help	Charlotte Black	2018	2019	Staff, partner groups and ultimately residents and service users	Various – web content and media engagement to start	At home is best We're only sustainable together Supported delivery
Shared and integrated Services	Programme to build capacity and manage increasing demand by increasingly sharing management, systems, assets with partners - specifically Peterborough City Council	Wendi Ogle Welbourn	February 2018	End of 2021 (TBC)	Staff in our own and partner agencies and elected Members primarily – will develop to service users and council tax payers as new arrangements begin	Various – workshops, intranet, briefings, video blogs, committee papers and news releases	At home is best We're only sustainable together Supported delivery

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Business planning	Setting the strategic direction of the council and its Medium Term Financial plan leading to work to set the councils 2019/20 budget which must be agreed by Full Council in Feb 2019	Partnerships and Communities committee direct the work – carried out jointly by elements of Business intelligence team (Mike Soper), Communications team (Christine Birchall), Transformation team (Amanda Askham)	July 2018	December 2018/January 2019	All residents, and business groups but segmented into ages, stages and geography	Various – to include: Focus groups, Online	We're only sustainable together Supported delivery
Cambs2020	Developing a 'hub and spoke' approach to the delivery of CCC's services. Developing a new smaller administrative 'hub' in Alconbury (from Shire Hall) and more service specific 'spokes' in our own or partner locations countywide bringing the council closer to the communities it serves. Includes improved flexible working initiatives	Chris Malyon	May 2018 (council decision although work began in 2015)	Summer 2020	Staff (current and potential), elected Members, local residents, partner agencies, service users	Intranet, workshops, committee papers, news releases	At home is best We're only sustainable together Supported delivery
Peterborough City Council							
Shared and integrated Services	Programme to build capacity and manage increasing demand by continuing to share management, systems, assets with partners - specifically Cambridgeshire County Council	Wendi Ogle-Welbourn	February 2018	End of 2021 (TBC)	Staff in our own and partner agencies and elected members primarily - will develop to service users and council taxpayers as new arrangements begin	Various - workshops, intranet, briefings, video, blogs, committee papers and news releases	At home is best We're only sustainable together Supported delivery
Business Planning	Setting the strategic direction of the council and responding to budget pressures/savings to deliver a balanced budget. There are three budget tranches	Peter Carpenter	June 2018	April 2019	All residents, businesses and partners	Various - Council papers, Medium Term Financial Strategy (published)	We're only sustainable together

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	now at PCC, first is June, second is November and third in February					online), press releases, blogs, intranet, video, social	Supported delivery
Healthy Peterborough	Rolling 12-month campaign concentrating on assisting residents to adopt healthy changes to their lifestyle.	Dr Liz Robin	April 2018	April 2019	All residents	Various - Council papers, press releases, blogs, intranet, website, video and social	At home is best We're only sustainable together Supported delivery

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Appendix 3

Public involvement and consultation by clinical commissioning group

Section 14Z2 Health and Social Care Act 2012

(1) This section applies in relation to any health services which are, or are to be, provided pursuant to arrangements made by a clinical commissioning group in the exercise of its functions (“commissioning arrangements”).

(2) The clinical commissioning group must make arrangements to secure that individuals to whom the services are being or may be provided are involved (whether by being consulted or provided with information or in other ways):

(a) in the planning of the commissioning arrangements by the group,

(b) in the development and consideration of proposals by the group for changes in the commissioning arrangements where the implementation of the proposals would have an impact on the way the services are delivered to the individuals or the range of health services available to them, and

(c) in decisions of the group affecting the operation of the commissioning arrangements where the implementation of the decisions would (if made) have such an impact.

(3) The clinical commissioning group must include in its constitution:

(a) a description of the arrangements made by it under subsection (2), and

(b) a statement of the principles which it will follow in implementing those arrangements.

(4) The Board may publish guidance for clinical commissioning groups on the discharge of their functions under this section.

(5) A clinical commissioning group must have regard to any guidance published by the Board under subsection (4).

(6) The reference in subsection (2) (b) to the delivery of services is a reference to their delivery at the point when they are received by users.

For more on the Section 14Z2 Health and Social Care Act 2012 see <http://www.legislation.gov.uk/ukpga/2012/7/section/26/enacted>