

# Creating together a healthy, happy place to live, work and play...



A snapshot of the work of the Cranbrook Healthy New Town Programme funded by the National Health Service England





[www.healthycranbrook.co.uk](http://www.healthycranbrook.co.uk)

---

Published March 2019

Designed and printed by Nettl of Exeter

Images provided by Sarah Hall Photography.

© Cranbrook Healthy New Town Programme

# Contents

Foreword	pg 4
The Healthy New Town Programme	pg 6
Cranbrook Context	pg 8
Cranbrook Case Studies	
1. Connecting current and future health needs	pg 10
2. Understanding health risks, intervention & prevention	pg 12
3. Forecasting how places will work	pg 14
4. Cranbrook Mental Health and Wellbeing	pg 16
5. The role of a pharmacy in a new town	pg 18
6. Co-creation, partnership and innovation	pg 20
7. Cranbrook Healthy New Town Legacy	pg 22
8. Cranbrook Community Assets Network	pg 24
Conclusions/Achievements	pg 26
Next Steps	pg 28
Acknowledgements	pg 30





## Foreword

***In a complex systems world with restricted resources and significant challenges, good partnership working, community collaboration and an integrated approach is crucial to achieve the goals we are all working towards.***



The national Healthy New Town Programme has provided an exciting opportunity to learn how to shape the way that new developments are designed to build places that promote healthy communities. The ten Healthy New Town sites in England have been test-bedding interventions and new approaches across a wide range of types of development and facilitated essential learning for future developments. The National Health Service Long Term Plan<sup>1</sup> has identified the need for new ways of working to prevent ill health and deliver integrated care for residents. Meeting the health needs of our existing and future population is a major challenge.

Cranbrook as a green field development, fully developer-led with a young population profile has presented a unique range of challenges

<sup>1</sup>[www.longtermplan.nhs.uk](http://www.longtermplan.nhs.uk)



which will provide vital learning for similar developments. The Cranbrook case studies presented here will form an important part of the National Health Service England “Putting Health Into Place” publication due in Spring 2019.

The programme in Cranbrook, through the Healthy New Town Executive Group, has brought together all the main partners to work in collaboration to ensure that Cranbrook is a healthy place and that health and wellbeing remains core to its development over the coming years. It has shown the benefits of a “place based approach to health” to deliver services that meet the needs of the population. In a complex systems world with restricted resources and significant challenges, good partnership working, community collaboration and an integrated approach is crucial to achieve the goals we are all working towards.

The March 2019 Cranbrook learning event provides an opportunity for Devon wide agencies to understand the work from Cranbrook and will link into the future national guidance.

Cranbrook and Exeter are one of twelve Sport England Local Delivery Pilots with the objective of people being more active and tackling health inequalities. As part of the legacy of this programme we are working with this initiative to build on the great work carried out under the Healthy New Town programme.

I look forward to seeing Cranbrook continue to develop into a Healthy Town.

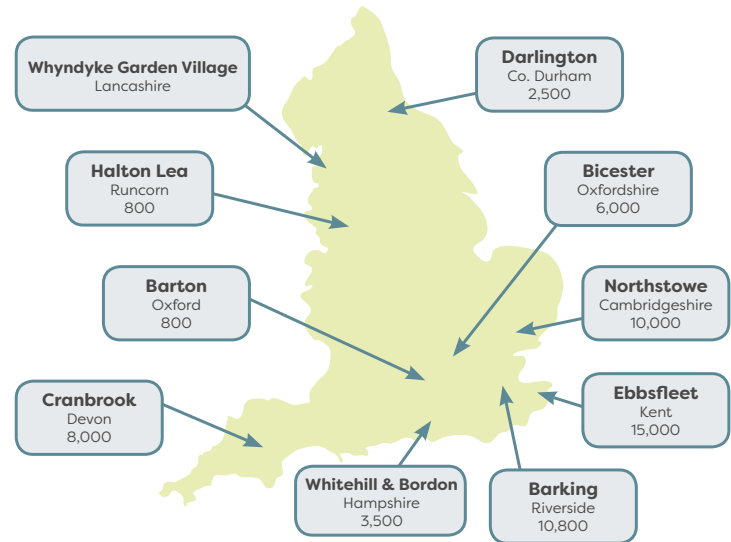
**Dr Virginia Pearson**, Chief Officer for Communities, Public Health, Environment & Prosperity

# The Healthy New Town Programme

In 2016 National Health Service England (NHSE) launched the Healthy New Town Programme (HNT) based on ten sites chosen to reflect the challenges of new housing developments in areas of different sizes, demographics and health needs. The objectives of the programme were:

- Planning and designing a health-promoting built environment.
- Creating innovative models of health care.
- Encouraging strong and connected communities.

Cranbrook offered an excellent learning opportunity due to its unusually young population profile, it being a greenfield development and being a developer-led site with no publicly owned land.



NHSE funded the programme for three years (2016-19) and each of the sites trialled projects to meet local health needs and priorities with the overarching themes of the built environment, new models of care and community activation. Sites were encouraged to test new and innovative ways of working, work collaboratively and use the learning to form case studies as the basis for national publication and guidance. The HNT sites met regularly to share experiences and good practice.



In April 2019 NHSE will launch the formal publication called “Putting Health Into Place”<sup>[1]</sup> (PHIP) which is designed to enable those involved in new large scale developments, including health service providers to create places for improved long term health outcomes and reduce health inequalities. It contains ten principles and explains

how they can be put into practice. The focus is on helping the development of healthy places with practical information based on the experience of the ten demonstrator sites. The guidance will help to deliver new future developments where all organisations collaborate to ensure that health is “built in.” PHIP is of particular importance with the current extensive house building programme to meet national housing needs.



## Future focus:

Putting Health Into Place will influence future developments. The case studies from the ten HNT sites will be placed on the NHSE website for easy access and reference.

NHSE has established a Healthy New Town Developer Network of developers and housing associations to enable collaboration on designing and building healthy places. It is anticipated that this

network will be expanded in the future.

Sites have developed legacy arrangements to continue with the valuable HNT work. A mechanism to continue collaboration of the sites post the end of the HNT Programme is proposed by NHSE.

[1] [www.england.nhs.uk/ourwork/innovation/healthy-new-towns](http://www.england.nhs.uk/ourwork/innovation/healthy-new-towns)

## Putting Health Into Place: Ten Principles

1. Plan ahead collectively.
2. Plan integrated health services that meet local needs.
3. Connect, involve and empower people and communities.
4. Create compact neighbourhoods.
5. Maximise active travel.
6. Inspire and enable healthy eating.
7. Foster health in homes and buildings.
8. Enable healthy play and leisure.
9. Provide health services that help people stay well.
10. Create integrated health centres.

# Cranbrook Context

**Cranbrook is a green field development new town within East Devon to the north east of Exeter. The concept of a new town in 1991 led to the first Outline Planning Permissions granted in 2010 for 2,900 homes. The first residents moved in during 2012.**

Currently there are around 1,800 homes with a population of about 4,000. The population is expected to rise to over 18,000 by 2030. Surveys carried out by East Devon District Council indicate that about 90% of the residents have moved there from within Devon.

Cranbrook currently has an unusually young profile with over three times the national average of children between 0 and 4 years old. The age profile indicates that the health needs of the population will present more life style health issues and mental health challenges initially.

Cranbrook has a large country park which provides amenity and activity space. In 2019 there are two schools: St Martins Church of England Primary and Cranbrook Education Campus which is a through school. There is a small GP surgery which is anticipated to move into a proposed temporary larger building pending the availability of a planned Health and Wellbeing Hub. The Younghayes Centre houses Cranbrook Town Council, provides office space for agencies and has a multi-purpose hall. In addition there is a rank of shops and the Cranberry Farm public house. Overall, due to the stage of development there is a shortage of places for meetings and activities for residents. The schools and the pub are widely used for meetings.



The Cranbrook Development Plan for the future extension areas was released for consultation in March 2019 before submission to the Planning Inspectorate. Once approved, this document will define the future development of Cranbrook.

As a new town, Cranbrook is still developing a sense of community although there are many special interest and residents groups established already with more emerging quickly. Annual events such as The Cranbrook Fun Day and Pumpkin Parade help to bring the community together. The start of the Tour of Britain Devon Stage was in Cranbrook in 2018 which generated a sense of community pride and really raised the profile of the town.

As the town grows there will be a town centre, a civic building with a theatre/cinema, sports facilities, community buildings and additional schools.



Cranbrook is also one of twelve national sites under the Sport England Local Delivery Pilot which is designed to encourage people to become more active and to tackle stubborn health inequalities. This scheme will introduce significant funding potential and complement the work of the Healthy New Town programme.

## Cranbrook Healthy New Town

Cranbrook was designated as one of the ten national Healthy New Towns in 2016 following a successful application made by East Devon District Council. The project was transferred to Devon County Council Public Health in 2017 and a multi-agency Cranbrook Healthy New Town Executive Group was formed to provide governance, strategic leadership and influence. A Healthy New Town Team was established in December 2017 following interim project management. The new team consisted of three part time posts; project director, project manager and administrative support.

The work in Cranbrook focussed on three key themes:

- The Built Environment
- New Models of Care
- Community Activation through schools

The project team was supported by work stream leads for projects who provided specialist knowledge and focus from public health, health and planning perspectives.

Collaborative events organised by NHS England with the nine other sites were regularly attended to share experiences and learning. A dedicated SharePoint site was also used. A key national objective to disseminate learning which will influence health and housing will



continue beyond the funded programme.

As well as delivering the projects used in the national publication (see case studies section), the opportunity was taken to act as a catalyst for partnership working and network building in Cranbrook to ensure a wide health and wellbeing focus based on the determinants of health and good collaboration. For example, working with partners, draft community engagement principles were developed and the Exeter and Cranbrook Sport England Local Delivery Pilot supported. This will ensure a legacy at the end of the programme as Cranbrook continues to develop.

## Case Study:

# 1. Connecting current and future health needs



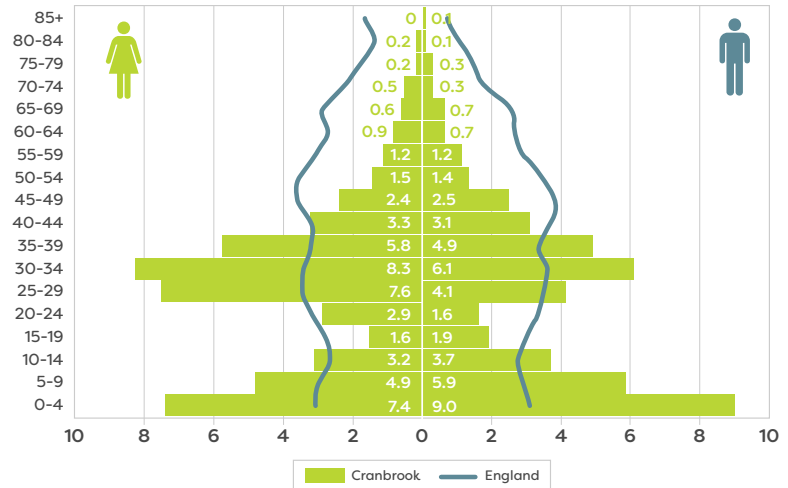
**Purpose:** to use public health evidence to influence the development of Cranbrook to become a healthy, vibrant, socially cohesive and resilient town.

In 2016 Devon Public Health, the Clinical Commissioning Group and East Devon District Council prepared a Health and Wellbeing Strategy<sup>1</sup> for Cranbrook. The document has informed the emerging Cranbrook Master Plan and is helping to develop Cranbrook as a healthy town. An integral part of this strategy was a preliminary health needs assessment. Cranbrook has an unusually young age population and it was anticipated that this would continue. The age profile will indicate the likely health needs in the future. Population health indicators for 20 years were modelled; using two different age scenarios based a continuation of the Cranbrook young profile and that of an expected age profile for England.

As more detailed data on Cranbrook became available in 2017, a further health needs assessment was carried out which for the first time demonstrated a more detailed picture of the health needs of the then residents of the town and future health needs in the two population scenarios.

The data was also presented as part of the successful bid for the Sport England Local Delivery Pilot funding opportunity.

Population Pyramid (% compared to England)



In January 2018 the Cranbrook Healthy New Town Executive Group submitted a formal response<sup>2</sup> to the statutory consultation process for the Cranbrook Master Plan. The Group wanted to provide decision makers with the most recent public health intelligence and published evidence to inform planning decisions and policy development including the allocation of section 106 funding<sup>3</sup> with the aim of securing the best health and wellbeing outcomes for the town's future residents.

## PHIP

1, 2, 3, 8  
9, 10



The response focused on:

- **Balanced communities:** the type of houses being built needed to include provision to attract older people in order to encourage a more balanced age range.
- **Health and care Infrastructure:** early provision of a health and well-being hub to provide integrated health care, opportunities for activity and social interaction.
- **Community cohesion:** the provision of flexible community facilities and spaces supported by a digital infrastructure.

### Learning points:

- Collecting meaningful data in a new and developing town is challenging due to the lack of statistics on a small area basis and the gradual growth in population.
- Engagement of all agencies needs to be made early in the planning process.

- The availability of capital finance for a new town will be limited and not likely to meet all of the needs. Therefore prioritisation of investment needs to be made. Health needs data can be key in this process.
- Collation and presentation of data can be powerful evidence and form the basis of funding bids and targeting of services.

1 Devon County Council, East Devon District Council and North and East Devon Clinical Commissioning Group (2015) Cranbrook Health and Wellbeing Strategy <https://www.newdevonccg.nhs.uk/information-for-patients/cranbrook-a-healthy-new-town-102118>

2 Cranbrook healthy New Town Executive Group response to the Cranbrook Master Plan consultation

3 Section 106 (S106) Agreements are legal agreements between Local Authorities and developers; these are linked to planning permissions and can also be known as planning obligations aimed at relieving pressure on local areas created by new development and at making a positive contribution to communities.

## Case Study:

# 2. Understanding health risks, intervention & prevention



**Purpose:** to use linked data risk stratification<sup>1</sup> model to help identify populations at risk of becoming frail and transform local approaches to community development and integrated care.

A new risk stratification approach, integrating system-wide linked data was developed by the Devon County Council Public Health team, GP practices, NEW Devon CCG, the Royal Devon and Exeter NHS Foundation Trust, the South West Academic Health Science Network and the Devon Adult Social Care team for the Integrated Care Exeter (ICE) programme. The ICE programme developed and tested new models of care in the city, and the risk stratification work stream created a new model for the early identification of at-risk individuals linked to system costs. It can inform health and care planning, social prescribing, preventative work and earlier and targeted intervention.

The model has four linked components:

- Frailty-based stratification of the population using GP records, based on the electronic frailty index but expanded to also include demographic information, geographic information, long-term conditions, multi-morbidity and frailty risk factors.
- System-wide linked data on primary, secondary and adult social care activity & cost.
- Segmentation data (Mosaic) to gain an understanding of behaviours and attitudes.

The wider determinants of health and wellbeing:



Source: Dahlgren and Whitehead, 1991

- Wider health and care outcomes data from the Joint Strategic Needs Assessment

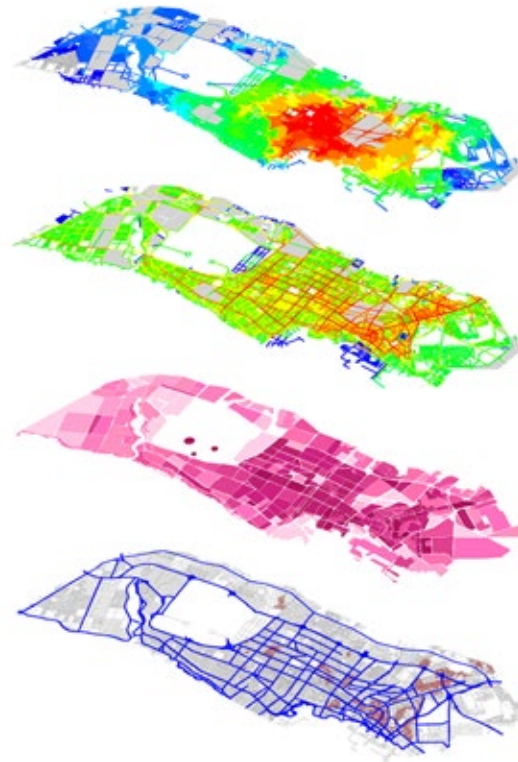
The application of the model in Exeter and Cranbrook found that frailty was age-related but not inevitable, with a very early onset of mild frailty in certain groups. There is also a considerable window of opportunity to intervene of around 10 to 20 years between the first signs of frailty appearing and severe frailty developing. People in more deprived communities and in particular housing types, including social and privately rented housing are at greater risk.

Further analyses from the model has helped and will continue to inform work in Cranbrook:

- It will help in the identification of at-risk populations and establishing which sections of the community are likely to experience an earlier onset of frailty enabling early intervention.
- Working with Space Syntax<sup>2</sup> it has been used to investigate the impact of urban form and accessibility on health outcomes and frailty, which is being used to inform the Cranbrook Master plan.
- It was used in the evidence base for the successful bid for Exeter and Cranbrook to become one of 12 Sport England local delivery pilot sites<sup>3</sup>. It will be used in the real-time monitoring and evaluation of this pilot programme linking data on activity levels with population characteristics and health needs supporting Cranbrook to become a pioneering place for families being active together.

### Learning points:

- Collation and presentation of data can be powerful evidence and form the basis of funding bids, targeting of services and informing prevention strategies.
- Information and data sharing protocols to protect patient confidentiality and comply with guidance are complex. Support from central government would assist. This issue has delayed the full application of the model in both Exeter and Cranbrook.
- Further work with the model can explore the links between the built environment and health outcomes including financial modelling to shape effective service delivery.



PHIP  
1, 2, 7

Image provided by Space Syntax

<sup>1</sup> Risk stratification – a statistical tool and index of risk factors to predict likelihood of medical conditions occurring in the population to assist health planning and management of resources

<sup>2</sup> Space Syntax – global experts in architecture and urban planning to forecast the impact of development on people <https://spacesyntax.com/>

<sup>3</sup> <https://www.sportengland.org/our-work/local-delivery-pilots-community-of-learning>

## Case Study:

### 3. Forecasting how places will work



**Purpose:** to use a computer generated model to test connectivity and the siting of key infrastructure in Cranbrook to achieve a strong resilient community.

Working with an internationally recognised company (Space Syntax), a virtual model of the transport routes (road, rail, foot and cycleway) within the developer and Local Planning Authority (LPA) master plans was created at local (2 km radius) and regional (10 km radius) scales. The model was used to test the levels of connectivity, including patterns of movement and flows and access to spaces for people to connect with each other, and ability to attract and sustain economic and other activity.

The Space Syntax report forms part of the evidence base for the Development Plan Document<sup>1</sup> being prepared for Cranbrook to govern its future development and growth. Where possible, the LPA master plan was refined to improve connectivity, relocate neighbourhood centres to maximise their sustainability and create more attractive routes for pedestrians and cyclists. The report also has been influential in negotiating changes to detailed planning applications and strategic design within the areas already under development by bringing quantitative evidence to support design changes.



Changes made within the existing outline planning permission:

- new cycle and pedestrian routes through the eastern half of the permission successfully negotiated with developers and coordinated across different development parcels.
- design of secondary road junctions changed to remove staggered junctions wherever possible to improve connectivity to the town centre.
- pedestrian and cycle routes made more direct to increase their use.

Changes to the LPA master plan that result from the Space Syntax report include:

- location of commercial areas in town centre and location of neighbourhood centres changed to increase economic activity and sustainability
- routes through the expansion areas of Cranbrook changed to improve connectivity and economic performance of local centres.



Image provided by Still Imaging

## Learning Points:

Points from the research relating to new town developments include:

- for the next generation of new towns to become sustainable settlements, Local Planning Authorities and other stakeholders should consider at the earliest possible stage how connectivity is achieved within the town and to neighbouring settlements. This will require investment.
- the correct location of services dependent on passing trade, especially retail or cultural infrastructure, is critically important to their long-term survival and the long-term sustainability of the town itself. Without this the 'wider determinants of ill-health' are unlikely be addressed within a new town.
- how green infrastructure is located within a settlement can have a major impact on its ability to thrive.

Points learnt from the project itself:

- this type of research is valuable at all stages of development, but is particularly valuable at the earliest possible design stage to maximise the chances of a sustainable (social, economic, and environmental) settlement forming.
- It is important to gain early understanding and buy-in at the highest levels within all stakeholder organisations and research shared. The results and decisions can be challenging.

<sup>1</sup> <http://eastdevon.gov.uk/planning/planning-policy/cranbrook-plan/cranbrook-plan-submission-draft/#article-content> The DPD is out for Consultation during March and April 2019

## Case Study:

# 4. Cranbrook Mental Health and Wellbeing



**Purpose:** Developing a community led mental health strategy to empower and build resilience and wellbeing across Cranbrook.

As a brand-new town, the people of Cranbrook face multiple challenges as the physical and social infrastructure of the place evolves over time. Given its very young demographic with a high percentage of young families and over three times the national average of 0-3 year olds. Cranbrook faces challenges unlike those in other areas in East Devon at the same time as affording multiple opportunities to do things differently with a focus on early intervention and prevention.

Working with St Martin's Church of England Primary School and Cranbrook Education Campus, the Cranbrook Healthy New Town Programme have supported their journey as people and place pioneers. Young families are often time poor, may be missing support from family networks and quality of home and school life offer connected opportunities to innovate new community led approaches. St. Martin's opened its doors when only 50 houses were built, there are now over 1700 and by 2031 there will be 8000. Both schools are pivotal early anchor points, providing connection, safety, support and roots for the community.

Through pilot projects such as Family Visions, Brain in Hand, Dramatherapy and Assets for Success<sup>1</sup>, opportunities for healthy schooling, healthy lifestyles, encouraging physical activity, healthy eating and positive mental health and wellbeing have supported



Image provided by Mike Ellis Photography. Copyright NHS England



vulnerable children and parents. These approaches foster a strengths-based approach in children and young people to have a healthy start in life, building skills and resilience for wellbeing as foundations for the future.

Using the Public Health England Concordat<sup>2</sup> guidance for developing a community led mental health strategy, we are growing a network of people and organisations who can work together more effectively as early as possible and across the life course supporting positive mental health in Cranbrook.

### Learning Points

- Working with a range of community leaders who experience the youngest members of the community are best placed to connect out into and across the town to catalyse change.

- Children, young people, families, and staff who have skills for success to influence, mentor and train others are where the investment of time and targeted resources need to be placed.

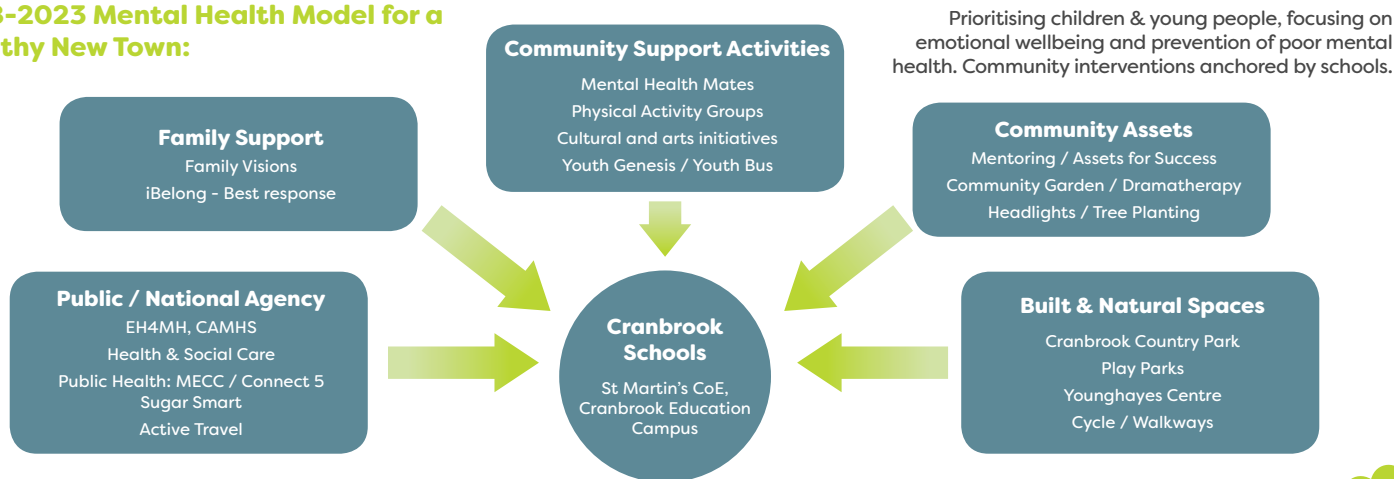


- “Kickstarting pilots” in a new community, a common approach to wellbeing as part of prevention and best response, is needed to grow and embed a shared vision and skills for positive mental health and wellbeing.

### Impact

Through our community network approach we are better able to develop place based ways of working, to join up, understand priorities and deploy people and resources to address mental health priorities in Cranbrook alongside the community.

### 2018-2023 Mental Health Model for a Healthy New Town:



<sup>1</sup> <http://imagineif.net/>

<sup>2</sup> <https://www.gov.uk/government/collections/prevention-concordat-for-better-mental-health>

# Case Study:

## 5. The role of a pharmacy in a new town



### Purpose: the role of a pharmacy to support self-care in a new community.

The pharmacy in Cranbrook opened in 2015; three years after the first houses were occupied and when the population was approximately 2500. The GP surgery opened shortly after.

The pattern of health and care needs in Cranbrook is strongly influenced by the young age profile of the area. The focus is on children's health, mental health and health related behaviours such as smoking, sexual health and weight management. It was evident that there was considerable scope for interventions targeted at the primary prevention of disease and injury.

The Cranbrook Pharmacy benefited from an enthusiastic pharmacist, who was "prevention-orientated" and very willing to work with partners to develop the Pharmacy's role as the "go-to" destination for advice and support around keeping well and self-care within the town. In preparation the pharmacist attended Mental Health First Aid Lite training, a stop smoking refresher and a course to support the delivery of a weight management service. The HNT programme has been working alongside the pharmacy to develop the scope of their expertise and services to go beyond that of a standard pharmacy.

The key stakeholders within this project have been the Pharmacy staff who were willing to learn new skills and engage in their new roles, the HNT Project lead(s) (facilitating and connecting), the Public Health team (providing specific offers of support), One Small



### What is a Healthy Living Pharmacy?



Step (Devon's commissioned Healthy Lifestyle Service) the Associate Director at the CCG/ New Models of Care work stream lead (situating Pharmacy developments into the New Model of Care), the Lead planner for the town (helping to explore changes of use for the premises), the Academic Health Science Network, The Devon Local Pharmaceutical Committee and Devon Doctors who deliver primary care in the town.

The pharmacy was awarded healthy Living Pharmacy level 1. National and local health campaigns are featured in the pharmacy to reinforce messages and Make Every Contact Count. The following services



are provided: smoking cessation with referrals from the GP practice, mental first aid/ Connect 5, infant feeding peer support, healthy conversations and sign posting to One Small Step, weight and blood pressure advice. The pharmacy takes part in local community events and has promoted sun safe for builders. A small room has been used for visiting specialists however planning permission restrictions needed to be overcome.

The pharmacy is a key element in developing a new care model for the population and close working between the various health related services has been developed. The planned new temporary GP surgery offers an excellent opportunity for joint development of services and staff.



### Learning Points:

- A balance needs to be found for resources for health promotion work and the need to run a viable business.
- There are conflicts between products on sale and best advice (e.g. formula milk).
- Planning permissions on a pharmacy can limit the scope of visiting specialist services.
- A pharmacy is a key element in developing new care models.
- Developing good partnerships between health agencies is vital to develop services needed to meet local needs.

**PHIP**  
1, 2, 9, 3

## Case Study:

# 6. Co-creation, partnership and innovation



**Purpose:** The multiagency hub planning group set up within the Healthy New Town Programme aims to ensure that Primary and community healthcare provision, including services addressing the wider determinants of health; fitness and leisure activities; and community space, including children's centre and youth provision, operate as a 'catalyst for health & wellbeing' for the whole community of Cranbrook and for the wider locality.

There is already a General Practice in Cranbrook and currently work is well underway to establish a larger interim facility to serve the community until the proposed Health and Wellbeing Hub is established. In the intervening period the current and developing health space in Cranbrook will enable early testing and adoption of new care models and this will in turn further inform the detailed Health Hub planning.

The importance of an appropriate health facility is recognised by all partners including the East Devon District Council planning team. Using all available opportunities to feed into proposals for a longer-term facility whilst at an early stage have a clear intent that the future hub is not simply a healthcare facility but is a focal point and catalyst for health and wellbeing that reaches into local neighbourhoods, is agile to meet digital innovations and the emerging needs of an expanding population.

Building on partnership working with housing planners, the NHS system and at a local level, understanding arising from initiatives supported by the Healthy New Town Programme will be taken into account including new care model opportunities and our emerging learning from integrating urban design and risk stratification to contribute to realising this vision.



## PHIP

1, 2, 9, 3  
8, 5, 10

### Learning Points

- Transforming contractual arrangements, responding to shifting contexts such as the shifts in town centre requirements and taking account of opportunities to link with changing funding streams and strategic objectives is complex, long term, critical to success and challenging to communicate.
- Cost and complexity and the protracted and inflexible nature of s106 funding means that capital funding options, consideration of the potential to be a strategic regional facility, and the need to locate the hub to optimise passing trade for viability delay decisions and certainty.
- Managing risk and community expectations and maximising opportunities requires unprecedented levels of shared vision and multi-agency collaboration.

### Impact

Collaborative working is enabling us to problem solve together to understand how and what is needed and viable in a complex operating environment. Multiagency working and community co-creation is enabling a more creative vision for health and wellbeing as opportunities arise as Cranbrook's infrastructure develops.



## Case Study: 7. Cranbrook Healthy New Town Legacy



**Purpose:** To continue to foster the Cranbrook Healthy Town approach to work together to make Cranbrook a happy and healthy place through embedding health and wellbeing policy and principles and alignment with new programmes and opportunities.

In particular, the intelligence of health and wellbeing needs in Cranbrook produced by Public Health Devon has provided an early evidence base and an understanding of current and projected needs

for prevention of future ill health and mental health issues through active travel and increasing physical activity.

This work critically informed the Expression of Interest bid to Sport England which led to the successful allocation of Exeter and Cranbrook as one of 12 Local Delivery Pilots<sup>1</sup>, one of 12 places across the country accessing a share of £100m of investment from Sport England.

This working together through the alignment of objectives is an ongoing focus of partnership working and collaboration between the



two programmes to ensure joint work to understand, co-create and lever the required resources into Cranbrook to continue to develop a whole systems approach to health and wellbeing.

Public Health Devon, Devon County Council, as the lead partner for the Healthy New Town Programme in Cranbrook is facilitating key influencers to deliver a place-based approach to health and wellbeing that is unique and specific to Cranbrook. Agreement to continue in partnership has been gained taking the programme approach beyond the initial life of the NHS England Healthy New Town Programme.

Healthy New Towns status has been used as a catalyst to achieve further funding. The Cranbrook Healthy New Town executive governance group will continue to work together to make change happen and support a health and wellbeing-based town, develop community assets and belonging, and deliver facilities and services to meet the needs of the population.

## Learning Points

- Creating collaborative relationships at strategic, operational and community levels takes time and shared responsibility.
- Strong relationships which can challenge non-delivery alongside support to solve complex problems must be based on trust, shared vision and effective communication at all levels.
- Designing structures and partnerships with overlapping objectives and alignment of intended outcomes for health and wellbeing brings focus, evidence and opportunity together.
- Working together to reduce health inequalities requires continuously developing a shared vision for Cranbrook to be a happy, healthy town and building on each step of the journey.

<sup>1</sup> <https://www.sportengland.org/our-work/local-delivery-pilots-community-of-learning/>

PHIP

1, 2, 9, 3  
8, 5, 4



- Influencing design of the built and natural environment to support walking, cycling, families being active together, community involvement, social inclusion and health and wellbeing infrastructure is hampered by working in silos and enabled through working together and having resources to do so such as the national Healthy New Town Programme.

## Impact

Sustainable transformation, new ways of living and working together is a long-term commitment. Aligning national programmes which foster pioneering approaches such as Healthy New Towns and Sport England Local Delivery Pilots bring focus and resources to innovate, to create a shared purpose and to build relationships across the community and agencies to develop a sense of ME/WE rather than THEM/US.

## Case Study:

# 8. Cranbrook Community Assets Network



**Purpose:** Cranbrook is a new town still forming, emerging and developing in many ways. The population in early 2019 is around 4500 set to rise to over 20,000 in 2031. Cranbrook is at an important stage of development where there are opportunities to co-create, support and empower the community to be the stewards of the culture of the town; to get involved and be active decision makers and leaders of Cranbrook as it develops. Significant opportunities to shape infrastructure, facilities, co-ordinated services, social connections and the economy of the town lie ahead.

The young population of Cranbrook heralds different issues requiring new solutions, challenging traditional models of service delivery, community engagement, methods of communication and emerging social norms and behaviours. Some of these new norms provide a positive platform to support and empower and some of which present real challenges about how best to respond and support positive change for example mobile phone and social media use and their impact on physical and mental development and health.

Community engagement, co-creation and co-production In Cranbrook as an emerging town mean that listening, involvement and decision-making between and across community and agencies who play a role

in the town's delivery, are critical yet challenging to balance and to foster.

Building on the Cranbrook Healthy New Town work in Cranbrook schools and through the health and social care workforce we have been piloting skills and community capacity building through Assets for Success, a strengths/asset based approach. Through this shared framework capacity and confidence building to develop active, healthy lifestyles and behaviours and to support community identity, cohesion and wellbeing, is being grown through a Cranbrook network.

The Cranbrook CAN (Community Assets Network) systems model is a specific tailored approach to Cranbrook matched to its unique set of circumstances. A key priority is to deepen understanding of people's lives, challenges, barriers, gaps and motivations to develop the outcomes and how best to achieve them collectively.

In this collaborative way there is more likelihood that shared outcomes are achieved such as:

- Increased sense of control, power and purpose through participating in/contributing to community life
- Improved sense of trust between residents and stakeholders through understanding of a shared vision for Cranbrook
- Effective communications to share the vision for a happy, healthy and active Cranbrook
- The development of community led social prescribing



The diagram below shows the skills and qualities that provide a common framework to develop a network of Asset 'coaches': children, young people, community influencers, Community Builders and Community Connectors, Activity Ambassadors and Network builders creates the 'critical mass' for transformation across a life course model with prevention and early intervention.



## Learning Points

- The themes of the Healthy New Town programme are interconnected and bigger than each individual component, connections between and across people, community, specialisms, agencies and sectors is not a linear process.
- Developing shared purpose, building a critical mass, raising awareness, communicating success and a culture of involvement and collaboration at a time of multiple challenges including time and resources, happens over time.
- Developing shared vision, funding and partnerships as Cranbrook evolves requiring commitment and action to respond to changing circumstances and a growing and shifting population.

- Progress in one area can be catalytic in another and lead to new opportunities to improve communication, find new avenues to engage with different groups and agencies and does not always happen logically or sequentially.

## Impact

This is emerging through multiple channels e.g. through East Devon District Council's Development Plan for Cranbrook health and wellbeing objectives, through the continuation of the Healthy (New) Town Executive and through the dissemination of the HNT learning. This connected approach is providing cohesion to bring about a strong recognisable identity as a place where health and wellbeing is being enabled and needs are more likely to be met, through community, local authority and wider stakeholder actions collectively and through the way the built environment is developed.

PHIP

1, 10, 2, 9, 3  
8, 5, 6



# Conclusions / Achievements

## Healthy New Town Programme

- Successfully delivered the Healthy New Town Programme on time and within budget.
- Eight case studies submitted for the national Putting Health Into Place publication.
- Active participation within the HNT collaborative meetings with the other sites.
- Added value to Cranbrook through the development of and support for partnerships across Cranbrook.
- Brought a clearer focus on health and wellbeing in Cranbrook.
- Major learning event delivered March 2019 to share learning from Cranbrook.
- Web site established to promote health and well-being work and share the learning beyond the end of the programme.
- The uniqueness of Cranbrook and it being a Healthy New Town site was influential in the successful Exeter and Cranbrook Sport England Local Delivery Pilot bid.
- Ways of collecting data on a smaller than the usual statistical area bases are being developed. This will provide essential evidence of health needs and the population profile as Cranbrook grows and helpfully highlights a key systems challenge for all new developments

## Community Engagement



- Assets for Success project piloted in schools to build resilience.
- Schools provided with support to meet pupils needs e.g. drama therapy, brain in hand app.
- Working with partners from 5 countries, an EU Interreg Two Seas bid for a significant multi-agency mental health project in Cranbrook was submitted. Outcome due December 2019.
- Led the development of a draft Community Engagement Charter and community engagement principles to foster effective community engagement and co-creation and prevent consultation fatigue in community.
- Organised interactive stalls to engage community and promote healthy living at Cranbrook Fun Day and the start event of the Tour of Britain Devon leg and community conversations.
- Early work undertaken on design of a community garden to promote health and sense of community.

## The Built Environment



- Healthy New Town work has had a significant influence on The Cranbrook Development Plan released for consultation in February 2019 with regard to health and wellbeing.
- The modelling work with Space Syntax has led to a better functioning master plan for the Cranbrook extension areas with changes to the layout, connectivity and the position of the proposed town centre.
- Working with Space Syntax has led to a better understanding of the interaction of place, people and wellbeing. This will be further developed in conjunction with Exeter with risk stratification and frailty.
- Supported the early design for the planned health and wellbeing hub including engagement exercises and plans for co-creation in the next phase.
- A paper was presented at an international Healthy Cities conference on “Connecting wellness, urban form, care models and health outcomes”. This continues to attract national and international interest.

## New Care Models



- Cranbrook pharmacy has been supported to achieve Healthy Living Pharmacy Level 1 and become an integral part of the health promotion programme and first point of call for residents.
- Planning for the proposed temporary GP premises has included capacity to test bed new models of care which will feed into the design of the Health and Wellbeing hub.
- Workforce development events have been held to bring together health and social care providers to identify Cranbrook needs and create connections. This has been extended to include the schools and the community.
- Opportunities have been identified for the creation of a community designed wellbeing garden around planned facilities to provide co created spaces and activity opportunities.
- Established a Cranbrook community mental health network and led the development of a strategy to prioritise action and target needs of vulnerable children and young people.

## Exeter & Cranbrook Sport England Local Delivery Pilot

- Supported the development of the pilot through the Exeter and Cranbrook Mobilisation Group.
- Partnership working recognising the alignment between the two programmes and their shared focus on health improvements.
- Collaboration to shape test and learn objectives, particularly gaining community insights from events to design future work and priorities.
- Initial leadership and on-going involvement in the Move More Cranbrook group, a key community resource to support people to be more active.
- Bid for Healthy New Town legacy resource submitted to Sport England. Outcome due early April 2019.

# Next Steps

**Cranbrook will continue to grow to become a significant community and it is vital that it develops as a Healthy Town. The future holds many challenges but also opportunities.**

Healthy New Town work will continue at the end of the National Health Service England funded phase due to the partnerships and focus the programme has brought. Projects are being mainstreamed by the partners for delivery. A bid has been made to the Exeter and Cranbrook Sport England Delivery Pilot for funding for a legacy Healthy New Town resource. The result of the bid will be known in April 2019. The Cranbrook Healthy New Town Executive Group will continue under revised terms of reference to provide strategic direction and co-ordination.

The future focus for Cranbrook partners will be in the following areas:

## Health and Wellbeing Hub:

The Health and Wellbeing Hub will be a major resource for the community, providing integrated health and wellbeing facilities and potentially serving the wider strategic area. Its development will need to be seen in the context of NHS Long Term Plan, the Devon Integrated Care System<sup>1</sup> and the Greater Exeter Strategic Plan<sup>2</sup>. Co-creation with the community will be pivotal. The Health and Wellbeing hub working group will progress the design and project plan.

## Working with the schools

The future age structure of Cranbrook is predicted to continue to be relatively young which will be a major influence on the health, care and service needs of the population. The Assets for Success programme will focus on Cranbrook's "real world" opportunities such as developing a community wellbeing garden, co-creating wellbeing spaces with children and young people. The mental health and wellbeing strategy will be developed and the full EU bid made.

## Working with the community

The community will grow and change as the town develops. A community assets framework will be co-created and the draft Community Engagement Principles completed leading to a Cranbrook Charter. New digital platforms will be considered. Sport England will potentially provide community development worker resource and direct funding support for community groups that support people to move more.

## New Care Models

The development of a new model of living for Cranbrook will be based on the pharmacy, GP practice and the health and wellbeing hub alongside socially prescribed wellbeing opportunities co-created with the community. Work on developing a method for collecting health and other statistics based on Cranbrook will inform the process. Continuing work with Space Syntax will identify opportunities for health care interventions, better self-management and preventive measure to combat issues such as frailty.

<sup>1</sup> <http://www.devonstp.org.uk/>

<sup>2</sup> <https://www.gesp.org.uk/>

## Built Environment

The Cranbrook Development Plan will frame the future expansion areas and will be influenced by the work with Space Syntax. The Development Plan itself at consultation stage is driven by a focus on health and wellbeing.

## Exeter and Cranbrook Sport England Local Delivery Pilot

The Sport England pilot offers potential significant resource for Cranbrook with investment in Move More Cranbrook, community development workers, a community chest for projects and input from the Sport England pilot wide themes including Active School Communities and Active Workplaces. The Healthy New Town legacy resource will work to continue with the work focussing on the determinants of health integrated with the Sport England objectives.

## Sharing the learning

The HNT resource will continue to collaborate with the other nine HNT sites to share learning and evaluation. Consideration is being given to establishing a Devon network to share experience and learning in the development of healthy new communities.





# Acknowledgements

## **Cranbrook Healthy New Town Programme Team**

Les Netherton  
Cranbrook HNT Programme Director

Louise Cole  
Cranbrook HNT Programme Manager

Danielle Hamilton  
Cranbrook HNT Programme Administrator

## **Healthy New Town Executive Group**

Chair: Dr Virginia Pearson, Chief Officer for Communities, Public Health, Environment and Prosperity. Director of Public Health for Devon, Cornwall and the Isles of Scilly. Honorary Clinical Professor, University of Exeter College of Medicine and Health

Thea Billeter, Cranbrook New Community Manager, East Devon District Council

Cllr Ray Bloxham, Councillor, Cranbrook Town Council and Devon County Council

James Bogue, Active & Healthy People Programme Lead, Exeter City Council

John Golding, Strategic Lead – Housing, Health and Environment, East Devon District Council.

Charlotte Hanson, Chief Executive, Action East Devon

Kirsty Hill, Public Health Specialist, Devon County Council

Adel Jones, Integration Director, Royal Devon & Exeter NHS Foundation Trust



Dr Simon Kerr, Chair Eastern Locality, NEW Devon Clinical Commissioning Group

Jenny McNeill, Associate Director of Planning and Development, NEW Devon Clinical Commissioning Group and South Devon & Torbay CCG

Stuart Monk, South West Academic Health Science Network

Lucy O'Loughlin, Public Health Specialist, Devon County Council

Louise Raymond, Senior Communications Officer, Devon County Council

Mark Williams, Chief Executive, East Devon District Council

Andrew Wood, Projects Director, Exeter & East Devon Growth Point

### **Workstream Leads**

Thea Billeter, Cranbrook New Community Manager, East Devon District Council

Simon Chant, Consultant in Public Health, Devon County Council

Kirsty Hill, Public Health Specialist, Devon County Council

Jenny McNeill, Associate Director of Planning and Development, NEW Devon Clinical Commissioning Group and South Devon & Torbay CCG

Lucy O'Loughlin, Public Health Specialist, Devon County Council

Kenji Shermer, Urban Designer, East Devon District Council

### **With special thanks**

Daniel McDonnell, Strategy Manager, Strategy & Innovation Directorate, NHS England

Andrew Ennis, Service Lead for Environmental Health and Car Parks, East Devon District Council

Helen Wareham, Public Health Project Officer, East Devon District Council

Sarah Portch, Executive PA to Dr Virginia Pearson, Devon County Council

Sarah Stevens, Finance Officer/Assistant Accountant, Devon Finance Services

Tania Beard, Headteacher, St Martin's C of E Primary and Nursery School

Stephen Farmer, Head of Campus, Cranbrook Education Campus

Lythan Nevard, Minister for Cranbrook

Alison Hayes, Managing Director, Cranbrook Pharmacy

Mark Harrod, Director, KYMA Consulting, Creating Spaces for Health & Wellbeing

Ed Parnham, Director, Space Syntax

Kevin Feaviour, Director, Assets for Success – Imagine If



 **Cranbrook**  
**HEALTHY TOWN**