

Health and wellbeing: the whole approach

Systems insights from Cranbrook
Healthy New Town programme

Professor Virginia Pearson

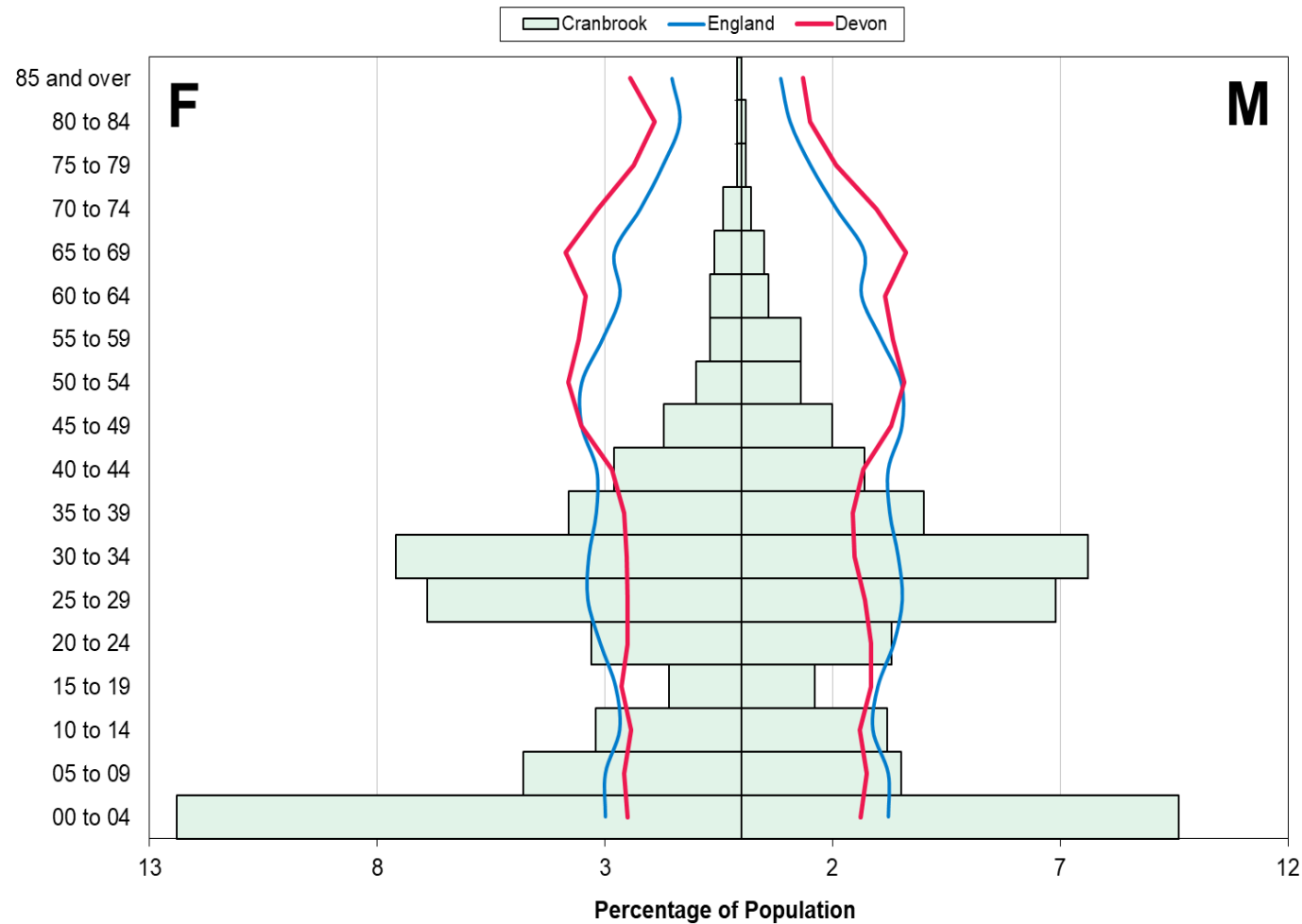
Chief Officer for Communities, Public Health,
Environment and Prosperity and Director of
Public Health

Cranbrook HNT - a brief history

- ▶ 2005-06: Initial work on planning the new town of Cranbrook involves public health and a health impact assessment is undertaken, published in 2007
- ▶ 2011: Work commences on site
- ▶ 2015: Cranbrook Town Council created
- ▶ 2015-16: Cranbrook health needs assessment
- ▶ 2015: East Devon District Council leads a bid to NHS England for Cranbrook to become one of ten Healthy New Towns
- ▶ 2016: Cranbrook is the only Healthy New Town of the ten successful sites to be developer-led
- ▶ 2016: Year one work programme delivered, focusing on health-promoting initiatives - early successes
- ▶ 2017: Devon County Council takes over lead role to deliver programme
- ▶ 2017-19: Priority workstreams delivered

Cranbrook's unique features

Cranbrook population profile compared to Devon and England (2016)



What is a Healthy New Town?

- ▶ One where the health impact is considered - up front - as part of planning
- ▶ Has a strong community culture, building high levels of social capital
- ▶ An attractive environment with good quality housing and plenty of green space
- ▶ Inclusive: making it easy to have a healthy lifestyle: living/playing/walking/cycling/sport, promoting the establishment of interactive inter-generational social groups
- ▶ Sustainable transport/active travel
- ▶ Ecologically sound
- ▶ Access to education, skills, employment (wealth creation)
- ▶ Access to health and care services

Cranbrook Health Impact assessment 2007

“... a good neighbourhood is a balanced neighbourhood! The word 'balance' is fundamental to neighbourhood cohesion and social sustainability. A good neighbourhood is one where there is an appropriate balance of different socio-economic groups, there are places to meet and exchange, most daily needs are within walking distance of people's homes, there is a strong sense of identity and place, there are large areas of well-managed sport and recreational facilities and open space and there are excellent public transport links to the main urban centres ...

... Overall a good neighbourhood is one in which everyone feels 'ownership' towards that neighbourhood and which encourages the adoption of more healthy, sustainable lifestyles.”

A sustainable new community at Cranbrook

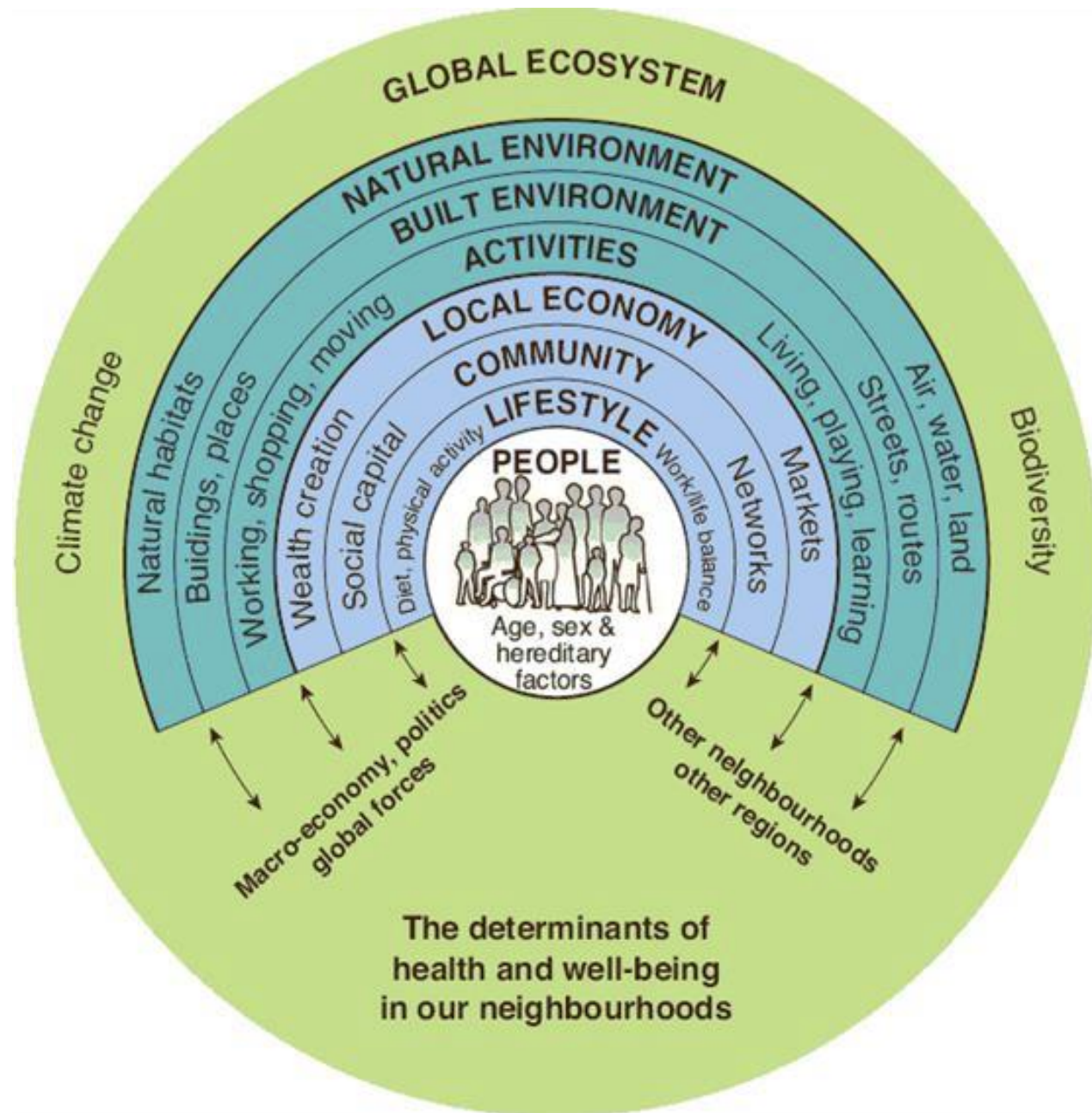
health impact assessment: main report



for Devon County Council, East Devon District Council
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Many different aspects to people's lives -
which makes "place" a complex system



Characteristics of systems

Simple or complicated systems	Complex systems
Homogeneous	Heterogeneous
Linear	Non-linear
Static	Dynamic
Independent	Interdependent
No feedback	Feedback
Not adaptive or self-organising	Adaptive and self-organising
No connection between levels or subsystems	Emergence

Working in a VUCA world

Specialist knowledge and resources adequate to address the complexity



Think Prototype Experiment Find out what works

HOW WELL CAN YOU PREDICT THE RESULTS OF YOUR ACTIONS?	+ complexity	+ volatility
	<p>Characteristics: The situation has many interconnected parts and variables. Some information is available or can be predicted, but the volume or nature of it can be overwhelming to process.</p> <p>Example: You are doing business in many countries, all with unique regulatory environments, tariffs, and cultural values.</p> <p>Approach: Restructure, bring on or develop specialists, and build up resources adequate to address the complexity.</p>	<p>Characteristics: The challenge is unexpected or unstable and may be of unknown duration, but it's not necessarily hard to understand; knowledge about it is often available.</p> <p>Example: Prices fluctuate after a natural disaster takes a supplier off-line.</p> <p>Approach: Build in slack and devote resources to preparedness—for instance, stockpile inventory or overbuy talent. These steps are typically expensive; your investment should match the risk.</p>
HOW MUCH DO YOU KNOW ABOUT THE SITUATION?	- ambiguity	- uncertainty
	<p>Characteristics: Causal relationships are completely unclear. No precedents exist; you face "unknown unknowns."</p> <p>Example: You decide to move into immature or emerging markets or to launch products outside your core competencies.</p> <p>Approach: Experiment. Understanding cause and effect requires generating hypotheses and testing them. Design your experiments so that lessons learned can be broadly applied.</p>	<p>Characteristics: Despite a lack of other information, the event's basic cause and effect are known. Change is possible but not a given.</p> <p>Example: A competitor's pending product launch muddies the future of the business and the market.</p> <p>Approach: Invest in information—collect, interpret, and share it. This works best in conjunction with structural changes, such as adding information analysis networks, that can reduce ongoing uncertainty.</p>

Relationships
Talent
Flexibility
Market awareness



Collect data
Develop intelligence
Establish networks
Share and learn together

Given the complexity...what's worked well?

- ▶ National support - funding, advice, support, networks, workshops, seminars, learning
- ▶ Systems approach - engage locally, build understanding and relationships
- ▶ Better use of linked data and predictive modelling
- ▶ Good governance and partnership working

Even better if...

- ▶ More engagement, earlier
- ▶ More join up between agencies at an earlier stage, especially planning (Putting Health into Place)
- ▶ HNT started earlier and its legacy can be sustained

What difference has the programme made?

- ▶ Cranbrook is moving more - visible participation in physical and social activities
- ▶ Sustainable transport and active travel
- ▶ Country park, cycleways, community groups
- ▶ Strong social networks
- ▶ Supportive community 'focus points'
- ▶ Building **place-based** intelligence from 'big data' including health, care, wellbeing and movement
- ▶ Putting Cranbrook on the map through positive publicity - for example the Tour of Britain 2018

"The only way to know how a complex system will behave - after you modify it - is to modify it and see how it behaves."

George Edward Pelham Box FRS

Cranbrook is unique
and it is also the
ultimate prototype!

