Skipton House 80 London Road London SE1 6LH Email: jenny.butler6@nhs.net

To:

Clinical Commissioning Group Accountable Officers

Local Authority Directors of Adult Social Services

NHS England: Regional Directors, Transformation Leads, Directors of Commissioning Operations, Directors of Specialised Commissioning

17th November 2015

Dear Colleagues,

Re: Implementing 'Building the right support – A national plan to develop community services and close inpatient facilities'

For a minority of people with a learning disability and/or autism, we remain too reliant on inpatient care. As good and necessary as some inpatient care can be, people are clear they want homes, not hospitals.

To implement this change on Friday 30th October 2015 NHS England, the Local Government Association (LGA), and the Association of Directors of Adult Social Services (ADASS) published **Building the right support** and a new **service model**¹.

Taken together, these documents have asked Local Authorities, Clinical Commissioning Groups (CCGs) and NHS England specialised commissioners to come together to form Transforming Care Partnerships (TCPs) to build up community services and close unnecessary inpatient provisions over the next 3 years and by March 2019.

This letter outlines what commissioners are now required to do, by when, broad planning assumptions, and details of regional briefing events for commissioners, where we will provide more information.

Planning assumptions

Based on national planning assumptions, it is expected that no area should need more inpatient capacity than is necessary at any time to care for:

- 10-15 inpatients in CCG-commissioned beds (such as those in assessment and treatment units) per million population
- 20-25 inpatients in NHS England-commissioned beds (such as those in low-, medium- or high-secure units) per million population

We know that for some local areas, the use of in-patient beds is lower than these planning assumptions. All partnerships will need, however, to work through the complexities of planning for the whole pathway and transfer of commissioning responsibilities for the specialised pathway. It will be important for TCPs to work with their regional leads to ensure that the end states meet the required ambition and that there are no overlaps or gaps between TCPs.

¹ As well as supplementary guidance for commissioners High quality care for all, now and for future generations

The four NHS England regional transforming care leads are;

- North Clare Duggan
- Midlands and East Lynne Wigens
- London Matthew Trainer
- South Sarah Elliott

To deliver on these planning assumptions it is essential that areas build up capacity in communities and redesign pathways in order to better support people at home. An important component of partnership preparations will be analysis to inform plans for commissioning intensive community support services. Plans will need to evidence clear early milestones where such services are not yet fully in place.

To support local areas with transitional costs, NHS England will make available up to £30 million of transformation funding over three years, with national funding conditional on *match-funding* from local commissioners.

In addition to this, £15 million capital funding will be made available over three years.

What we are asking of you

CCGs have been working with NHS England's regions and with Local Authority colleagues to identify the footprint of each TCP and the proposed footprints were published in the plan (Annex 1). However we are aware that some strategic alliances are already being formed that may differ from those proposed. Final arrangements for these clusters are expected to be in place by 15th December 2015.

TCPs should allow for areas to commission at sufficient scale to manage risk, develop commissioning expertise and commission strategically for the relatively small number of individuals whose packages of care can be very expensive.

We are asking all TCPs to draw up a joint transformation plan by 8th February 2016. This plan will have to be jointly agreed by all partners in the TCP, including Local Authorities and NHS England specialised commissioning teams and involve people with lived experience of inpatient services and their families/carers².

A template for this plan will be shared shortly and further guidance on what the plan should cover is included in **Building the right support**.

Each plan will be reviewed by local panels, including expert clinical input, in order to provide useful feedback. Panels will include NHS England and LGA/ADASS representatives - as well as people with a learning disability and/or autism, their families/carers - looking at:

- Whether the plans fit with national principles and the approach set out in **Building the right support**
- Proposals for a share of the £30 million transition funding and, if appropriate, a share of the capital funding to supplement local match funding and sustainable investment into new service models

Panels may want to probe some areas of the plan in more detail, via calls/meeting with key individuals in February 2016.

To support you to deliver these changes, a bespoke package of support will be put in place to help areas plan for transformation. Each package of support will be discussed with NHS England regional teams. This exercise will also provide further detail on the financial arrangements, including setting out the indicative budget for each TCP to inform the regional team about their expected share of transition funding.

² Two tools looking at how areas can assess levels of co-production can be accessed here and here.

We will work to ensure that the process for submitting and assuring plans will align with other planning processes across Local Authorities and the NHS, including the process for assuring CCGs' annual plans. Further guidance will be provided later in the year.

Key Milestones

There are a number of key milestones for 2015/16 which are essential to ensure the effective delivery of Phase 1 of the 'mobilisation' of the programme.

November 2015:

- Agree and confirm organisational / governance arrangements (mobilise 'partnerships')
- Appoint Senior Responsible Officer SRO and deputy from health and social care.
- Agree Lead CCG (for host finance arrangements)
- Agree involvement and engagement with NHS England specialised commissioners;
- Agree launch or 'go-live' date for partnership (where not already working together formally)
- Transformation planning approach formalised, including workforce and financial modelling and the approach to workforce development especially in relation to positive behavioural support and leadership of change across the system

December 2015:

• Agree outline scope of transformation plan and timescale for local delivery (includes publishing meeting dates for governing board)

January to March 2016:

- First governing board meeting (if not already in train)
- Drafting of transformation plans
- First cut transformation plan by 8th February 2016
- Local assurance of plan coordinated through NHS England with stakeholders
- Finalise plan following regional and national moderation and feedback within March 2016

April 2016

- Begin to implement plans
- Final plan due 11th April

Dialogue Events

We will be holding multiple dialogue events across the country to bring TCPs and all stakeholders together commencing on the 7^{th} December 2015 wherein we will provide more detail of the support available, timescales and expectations. All events will be held 10am - 1pm at the following venues

- Monday 7th December 2015 Leicestershire County Cricket Club, LE2 8AD
- Tuesday 8th December 2015 Gateway Conference Centre, Liverpool, L3 8HY
- Wednesday 9th December 2015 Cambridge United Football Club, Cambridge, CB5 8LN
- Friday 11th December 2015 Venue to be confirmed
- Monday 14th December 2015 Radisson Blu Hotel, Leeds city centre, LS1 8TL
- Wednesday 16th December The Wesley, 81-103 Euston Street, London, NW1 2EZ
- Thursday 17th December 2015 Holiday Inn, Regents Park, London, W1 5EE

Booking details for these events will be confirmed. Further events will be held in January 2016 to discuss the implementation of plans and details of these will follow.

Once again, thank you for your involvement so far and we look forward to working with you over the coming weeks.

Yours sincerely,

Jose Cont

Jane Cummings Chief Nursing Officer for England National Director, Nursing NHS England

Maner

Ray James
President
Association of Directors of Adult Social Services

Sad Ridap

Sarah Pickup Deputy Chief Executive Local Government Association

Columber

Barbara Hakin National Director, Commissioning Operations NHS England

Annex A - Summary of Key Actions

Please review actions below and TCPs to confirm arrangements with **jenny.butler6@nhs.net** in line with the timescales below.

Transforming Care Partnerships

	What	Who	When
1	Confirm final partnership organisations and population coverage	ТСР	15 th December 2015
2	Confirm SRO and deputy	ТСР	15 th December 2015
3	Confirm lead CCG	ТСР	15 th December 2015
4	Confirm governance arrangements and board meeting schedule	ТСР	15 th December 2015
5	First TCP board meeting	ТСР	January 2016
6	Draft Plan	ТСР	8 th February 2016
7	Revise plan	ТСР	March 2016
8	Final Plan	ТСР	11 th April 2016

NHS England

	What	Who	When
1	Confirm Planning template and additional supporting materials	NHS England	December 2015
2	Organise dialogue events	NHS England	December 2015
3	NHS England specialised commissioning hubs to identify named relationship manager for each partnership	NHS England	15 th December 2015
4	Confirm Assurance approach	NHS England	December 2015
5	Undertake assurance of TCP plans	NHS England and stakeholders	February 2016

Annex B

Transforming Care Partnership	Clinical Commissioning Group (CCG)
	NHS South Worcestershire CCG
South Worcestershire, Redditch,	NHS Wyre Forest CCG
Bromsgrove & Wyre Forest	NHS Redditch and Bromsgrove CCG
Hereford	NHS Herefordshire CCG
	NHS Coventry and Rugby CCG
Coventry, Rugby, South Warwickshire & Warwickshire North	NHS South Warwickshire CCG
	NHS Warwickshire North CCG
	NHS Birmingham CrossCity CCG
Birmingham CrossCity, Birmingham South Central & Solihull	NHS Birmingham South and Central CCG
	NHS Solihull CCG
Walsall	NHS Walsall CCG
	NHS Dudley CCG
Black Country	NHS Sandwell and West Birmingham CCG
	NHS Wolverhampton CCG
	NHS Erewash CCG
Derbyshire	NHS Southern Derbyshire CCG
	NHS Hardwick CCG
	NHS North Derbyshire CCG
	NHS Mansfield and Ashfield CCG
	NHS Bassetlaw CCG
	NHS Newark and Sherwood CCG
Nottinghamshire	NHS Nottingham City CCG
	NHS Nottingham North and East CCG
	NHS Nottingham West CCG
	NHS Rushcliffe CCG
Suffolk	NHS Ipswich and East Suffolk CCG
	NHS West Suffolk CCG
	NHS North Norfolk CCG
Norfolk	NHS Norwich CCG

High quality care for all, now and for future generations

NHS Soull Holm CCG NHS West Norfolk CCG Cambridge and Peterborough Peterborough CCG NHS Cambridgeshire and Peterborough CCG NHS Castle Point and Rochford CCG NHS Sasildon and Brentwood CCG NHS Castle Point and Rochford CCG NHS Mid Essex CCG NHS North East Essex CCG NHS North East Essex CCG NHS West Essex CCG NHS West Essex CCG NHS West Essex CCG NHS West Essex CCG NHS Bedfordshire CCG Hertfordshire CCG Hertfordshire CCG NHS Bedfordshire CCG NHS Beats and North Hertfordshire CCG NHS Luton CCG NHS Nene CCG NHS Nene CCG NHS South Lincolnshire East CCG NHS South Lincolnshire CCG NHS South Lincolnshire CCG NHS South Subt Vest Lincolnshire CCG NHS Subt Vest Lincolnshire CCG NHS South Subt South Subtin CCG NHS South Staffordshire CCG NHS South East Staffordshire CCG NHS South East Staffordshire		NHS South Norfolk CCG
NHS Great Yarmouth and Waveney CCG Cambridge and Peterborough NHS Cambridgeshire and Peterborough CCG NHS Basildon and Brentwood CCG NHS Basildon and Brentwood CCG NHS Mite Scastle Point and Rochford CCG NHS Mort East Essex CCG NHS Mite Searc CCG NHS North East Essex CCG NHS North East Essex CCG NHS North East Essex CCG NHS West Essex CCG NHS West Essex CCG Bedford, Luton and Milton Keynes NHS Bedfordshire CCG Hertfordshire NHS Bedfordshire CCG Hertfordshire NHS Leton CCG Nene and Corby NHS Nene CCG NHS South West CCG NHS South West CCG NHS South Lincolnshire CCG NHS South Lincolnshire CCG NHS South Lincolnshire CCG NHS South West Lincolnshire CCG NHS South West Lincolnshire CCG NHS West Leicestershire and Rutand CCG NHS Staffordshire NHS Staffordshire CCG Shropshire NHS Staffordshire CCG Staffordshire NHS Staffordshire CCG NHS Staffordshire CCG NHS Staffordshire CCG NHS Staffordshire CCG NHS Staffordshire CCG NHS Staffordshire NHS Staffordshire CCG		
CCG NHS Cambridgeshire and Peterborough CCG NHS Basilon and Brentwood CCG NHS Castle Point and Brentwood CCG NHS Castle Point and Rochford CCG NHS Castle Point and Rochford Essex NHS Mid Essex CCG NHS North East Essex CCG NHS North East Essex CCG NHS North East Essex CCG NHS North East Essex CCG NHS Vest Essex CCG NHS West Essex CCG NHS Multion Keynes NHS Bedfordshire CCG Bedford, Luton and Milton Keynes NHS Bedfordshire CCG Hertfordshire NHS East and North Hertfordshire CCG NHS Nene CCG Nene and Corby NHS Nene CCG NHS Corby CCG NHS South LincoInshire East CCG NHS South LincoInshire East CCG NHS South West LincoInshire CCG NHS South West LincoInshire CCG NHS South West LincoInshire CCG NHS Sub South West LincoInshire CCG NHS Sub South CCG Shropshire NHS East Staffordshire CCG Staffordshire NHS South East Staffordshire CCG Staffordshire NHS South East Staffordshire CCG NHS South East Staffordshire CCG NHS South East Staffordshire CCG NHS South East S		
Carnibility and Peterborough Peterborough CCG NHS Basildon and Brentwood CCG NHS Castle Point and Rochford CCG NHS Castle Point and Rochford CCG NHS North East Essex CCG NHS North East Essex CCG NHS Southend CCG NHS Southend CCG NHS Southend CCG NHS Southend CCG NHS Southend CCG NHS Southend CCG NHS Seex CCG Bedford, Luton and Milton Keynes NHS Bedfordshire CCG Hertfordshire NHS Bedfordshire CCG Hertfordshire NHS Nent East and North Hertfordshire CCG Nene and Corby NHS Nene CCG NHS Corby CCG NHS Corby CCG NHS Corby CCG NHS South Lincolnshire East CCG NHS South Lincolnshire CCG NHS South West Lincolnshire CCG NHS South West Lincolnshire CCG NHS South West Lincolnshire CCG NHS South West Lincolnshire CCG NHS Shopshire CCG Leicestershire NHS South West Leicestershire and Rutland CCG NHS Subposhire CCG NHS South West CCG Shropshire NHS Shopshire CCG NHS Satteford and Wrekin CCG NHS South West Leicestershire and Seisdon Peninsular CCG Staffordshire		
Essex Peterbolicity in CCG NHS Basildon and Brentwood CCG NHS Casile Point and Rochford CCG NHS North East Essex CCG NHS North East Essex CCG NHS North CCG NHS North CCG NHS North East Essex CCG NHS Thurrock CCG NHS Thurrock CCG NHS North East Essex CCG NHS Milton Keynes Hertfordshire CCG Nene and Corby NHS Nene CCG NHS Nene CCG NHS Corby CCG NHS South West Lincolnshire East CCG NHS South West Lincolnshire CCG NHS Statfordshire CCG NHS Subtext CCG NHS Subtext CCG NHS Statfordshire CCG </td <td>Cambridge and Peterborough</td> <td></td>	Cambridge and Peterborough	
Essex NHS Castle Point and Rochford CCG NHS Mid Essex CCG NHS North East Essex CCG NHS North East Essex CCG NHS North East Essex CCG NHS Southend CCG NHS West Essex CCG NHS West Essex CCG NHS Bedfordshire CCG NHS Bedfordshire CCG NHS Milton Keynes CCG NHS Milton Keynes CCG NHS Nene CCG NHS Nene CCG NHS Corby CCG NHS Lincolnshire East CCG NHS South Lincolnshire East CCG NHS South Lincolnshire CCG NHS South Lincolnshire CCG NHS South West Lincolnshire CCG NHS South West Lincolnshire CCG NHS South West Lincolnshire CCG NHS Suth Cocg NHS West Leicestershire and Rutand CCG NHS West Leicestershire CCG NHS North Staffordshire CCG NHS North Staffordshire CCG NHS North Staffordshire CCG NHS North Staffordshire CCG NHS Stafford and Surrounds CCG		<u> </u>
Essex CCG NHS Mid Essex CCG NHS North East Essex CCG NHS North East Essex CCG NHS Southend CCG NHS Southend CCG NHS West Essex CCG NHS West Essex CCG NHS Bedfordshire CCG NHS Bedfordshire CCG NHS Button CCG NHS Miton Keynes Hertfordshire Hertfordshire NHS East and North Hertfordshire CCG NHS East and North Hertfordshire CCG Nene and Corby NHS Lincolnshire East CCG NHS Lincolnshire East CCG NHS South Lincolnshire East CCG NHS South Lincolnshire CCG NHS South West Lincolnshire CCG NHS South West Lincolnshire CCG NHS South West Lincolnshire CCG NHS Submoshire CCG NHS North Staffordshire CCG NHS North Staffordshire CCG NHS North Staffordshire and Seidon Peninsular CCG NHS North Staffordshire CCG NHS Stafford and Surrounds CCG		NHS Basildon and Brentwood CCG
Essex NHS North East Essex CCG NHS Southend CCG NHS Southend CCG NHS Thurrock CCG NHS West Essex CCG Bedford, Luton and Milton Keynes NHS Bedfordshire CCG Hertfordshire NHS Bedfordshire CCG Hertfordshire NHS East and North Hertfordshire CCG Nene and Corby NHS Nene CCG Lincolnshire NHS Nene CCG Lincolnshire NHS Lincolnshire East CCG Leicestershire NHS South Vest Lincolnshire CCG NHS South West Lincolnshire CCG NHS South West Lincolnshire CCG Shropshire NHS Shropshire CCG Shropshire NHS Shropshire CCG Staffordshire NHS South East Staffordshire CCG Staffordshire NHS South Sattfordshire CCG NHS South East Staffordshire CCG NHS North Staffordshire CCG Stafford and Wiredon NHS South East Staffordshire CCG NHS South East Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Sitoke-on-Trent CCG NHS Swindon CCG Wiltshire and Swindon NHS Swindon CCG NHS Swindon CCG NHS Wiitshire CCG		
NHS North East Essex CCG NHS Southend CCG NHS Southend CCG NHS West Essex CCG NHS West Essex CCG NHS Bedfordshire CCG Bedford, Luton and Milton Keynes Hertfordshire CG NHS East and North Hertfordshire CCG Nene and Corby NHS Lincolnshire East CCG NHS Lincolnshire East CCG NHS South Vest Lincolnshire CCG NHS South West Lincolnshire CCG NHS Shropshire CCG Shropshire NHS Subst Staffordshire CCG NHS North Staffordshire CCG NHS South East Staffordshire and Seisdon Peninsular CCG NHS South East Staffordshire CCG NHS Stafford and Surrounds CCG NHS South East Staffordshire CCG NHS South East Staffordshire CCG NHS South East Staffordshire CCG NHS Stafford and Surrounds CCG	_	NHS Mid Essex CCG
NHS Thurrock CCG NHS West Essex CCG Bedford, Luton and Milton Keynes Hertfordshire NHS Bedfordshire CCG NHS Milton Keynes CCG NHS Luton CCG NHS Milton Keynes CCG NHS East and North Hertfordshire CCG Nene and Corby NHS Nene CCG NHS Nene CCG NHS Lincolnshire East CCG NHS South Lincolnshire CCG NHS South West Lincolnshire CCG NHS South West Lincolnshire CCG NHS South West Lincolnshire CCG NHS Vest Leicestershire and Rutland CCG NHS Vest Leicestershire and Rutland CCG NHS Vest Leicestershire CCG NHS Telford and Wrekin CCG NHS Telford and Wrekin CCG NHS North Staffordshire CCG NHS North Staffordshire CCG NHS South East Staffordshire CCG NHS South East Staffordshire and Seisdon Peninsular CCG NHS Stafford and Surrounds CCG	Essex	NHS North East Essex CCG
NHS West Essex CCG Bedford, Luton and Milton Keynes NHS Bedfordshire CCG NHS Luton CCG NHS Milton Keynes CCG Hertfordshire NHS East and North Hertfordshire CCG Nene and Corby NHS Nene CCG Nene and Corby NHS Corby CCG Lincolnshire NHS Lincolnshire East CCG NHS South Lincolnshire Vest CCG NHS South Lincolnshire CCG NHS South Lincolnshire CCG NHS South West Lincolnshire CCG NHS Leicester City CCG NHS West Leicestershire and Rutland CCG Shropshire NHS Shropshire CCG Shropshire NHS East Staffordshire CCG Staffordshire NHS East Staffordshire CCG NHS North Staffordshire CCG NHS North Staffordshire CCG NHS South East Staffordshire CCG NHS South East Staffordshire and Seisdon Peninsular CCG Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG Stafford and Swindon NHS Sitoke-on-Trent CCG Wiltshire and Swindon NHS Swindon CCG Wiltshire and Swindon NHS Swindon CCG NHS Wiltshire CCG NHS Wiltshire		NHS Southend CCG
Bedford, Luton and Milton Keynes NHS Bedfordshire CCG Hertfordshire NHS Luton CCG Hertfordshire NHS East and North Hertfordshire CCG Nene and Corby NHS Nene CCG Nene and Corby NHS Nene CCG Lincolnshire NHS Lincolnshire East CCG Lincolnshire NHS South Lincolnshire CCG Lincolnshire NHS South Lincolnshire CCG Leicestershire NHS East Leicestershire and Rutland CCG Shropshire NHS Shropshire CCG Shropshire NHS South Vest Lincolnshire CCG Staffordshire NHS South South CCG Staffordshire NHS Shropshire CCG Staffordshire NHS South Sattfordshire and Seisdon Peninsular CCG Staffordshire NHS South East Staffordshire and Seisdon Peninsular CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford an		NHS Thurrock CCG
Bedford, Luton and Milton Keynes NHS Luton CCG NHS Milton Keynes CCG NHS Milton Keynes CCG Hertfordshire CCG Nene and Corby NHS Nene CCG Nene and Corby NHS Nene CCG Lincolnshire NHS Lincolnshire East CCG Lincolnshire NHS South Lincolnshire CCG Lincolnshire NHS South Vest Lincolnshire CCG NHS South West Lincolnshire CCG NHS Leicester City CCG NHS West Leicestershire and Rutland CCG NHS West Leicestershire CCG Shropshire NHS Shropshire CCG Shropshire NHS East Staffordshire CCG Staffordshire NHS South East Staffordshire CCG Staffordshire NHS South East Staffordshire CCG NHS South East Staffordshire CCG NHS South East Staffordshire and Seidon Peninsular CCG Staffordshire NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Staf		NHS West Essex CCG
NHS Luton CCG NHS Milton Keynes CCG Hertfordshire CCG Nene and Corby Nene and Corby NHS Nene CCG NHS Nene CCG NHS Corby CCG NHS Lincolnshire East CCG NHS South Lincolnshire Vest CCG NHS South Lincolnshire CCG NHS South West Lincolnshire CCG NHS East Leicestershire and Rutland CCG Leicestershire NHS Shropshire CCG Shropshire NHS East Staffordshire CCG NHS South East Staffordshire CCG NHS North Staffordshire CCG NHS South East Staffordshire and Seisdon Peninsular CCG NHS Stafford and Surrounds CCG	Bedford Luton and Milton Keynes	NHS Bedfordshire CCG
Hertfordshire NHS East and North Hertfordshire CCG Nene and Corby NHS Nene CCG Nene and Corby NHS Nene CCG Lincolnshire NHS Lincolnshire East CCG Lincolnshire NHS South Lincolnshire CCG Leicestershire NHS East Leicestershire and Rutland CCG Shropshire NHS Shropshire CCG Shropshire NHS East Staffordshire CCG Staffordshire NHS South East Staffordshire CCG Staffordshire NHS South East Staffordshire CCG Gloucestershire NHS South East Staffordshire CCG Wiltshire and Swindon NHS Gloucestershire CCG Wiltshire and Swindon NHS Swindon CCG Bristol Bane and South Gloucestershire NHS Swindon CCG	Dealora, Eaton and Millon Reynes	NHS Luton CCG
Hertfordshire CCG NHS Herts Valleys CCG NHS Nene CCG Nene and Corby NHS Nene CCG NHS Corby CCG NHS Corby CCG Lincolnshire NHS Lincolnshire East CCG Lincolnshire NHS South Lincolnshire CCG NHS South West Lincolnshire CCG NHS South West Lincolnshire CCG Leicestershire NHS East Leicestershire and Rutland CCG Shropshire NHS Shropshire CCG Shropshire NHS Shropshire CCG Staffordshire NHS South East Staffordshire CCG Staffordshire NHS South East Staffordshire CCG Staffordshire NHS South East Staffordshire CCG NHS South East Staffordshire CCG NHS South East Staffordshire and Seisdon Peninsular CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stoke-on-Trent CCG Gloucestershire NHS Gloucestershire CCG Wiltshire and Swindon NHS Swindon CCG Stafford Shire CCG NHS Swindon CCG		NHS Milton Keynes CCG
Nene and Corby NHS Herts Valleys CCG Nene and Corby NHS Nene CCG Lincolnshire NHS Lincolnshire East CCG Lincolnshire NHS Lincolnshire West CCG Leicestershire NHS South Lincolnshire CCG Leicestershire NHS Leicestershire and Rutland CCG Shropshire NHS Shropshire CCG Shropshire NHS Shropshire CCG Shropshire NHS East Leicestershire CCG Shropshire NHS Shropshire CCG Shropshire NHS Shropshire CCG Shropshire NHS East Staffordshire CCG Staffordshire NHS South East Staffordshire CCG Staffordshire NHS South East Staffordshire CCG NHS South East Staffordshire CCG NHS South East Staffordshire and Seisdon Peninsular CCG Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Swindon CCG Wiltshire and Swindon NHS Swindon CCG <td></td> <td>NHS East and North Hertfordshire</td>		NHS East and North Hertfordshire
Nene and Corby NHS Nene CCG NHS Corby CCG NHS Lincolnshire East CCG Lincolnshire NHS Lincolnshire West CCG NHS South Lincolnshire CCG NHS South Lincolnshire CCG NHS South West Lincolnshire CCG NHS South West Lincolnshire CCG Leicestershire NHS East Leicestershire and Rutland CCG Shropshire NHS West Leicestershire CCG Shropshire NHS Shropshire CCG Staffordshire NHS South Staffordshire CCG Staffordshire NHS South Staffordshire CCG Staffordshire NHS South Staffordshire CCG NHS North Staffordshire CCG NHS South East Staffordshire and Seisdon Peninsular CCG Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG Wiltshire and Swindon NHS Gloucestershire CCG Bristol Base and South Gloucestershire NHS Swindon CCG Ristol CCG NHS Wiltshire CCG	Hertfordshire	CCG
Nene and Corby NHS Corby CCG Incolnshire NHS Lincolnshire East CCG Incolnshire NHS Lincolnshire West CCG Incolnshire NHS South Lincolnshire CCG NHS South West Lincolnshire CCG NHS South West Lincolnshire CCG Incolspan="2">Incolspan="2" Leicestershire NHS South West Lincolnshire CCG NHS East Leicestershire and Rutland CCG NHS West Leicestershire CCG Shropshire NHS Shropshire CCG Shropshire NHS Shropshire CCG Staffordshire NHS South East Staffordshire CCG Staffordshire NHS South East Staffordshire and Seisdon Peninsular CCG Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG NHS Stafford and Surrounds CCG Stafford and Swindon NHS Swindon CCG Wiltshire and Swindon NHS Swindon CCG Bristol Bane and South Gloucestershire NHS Bristol CCG		NHS Herts Valleys CCG
NHS Corby CCGLincolnshireNHS Lincolnshire East CCGNHS South Lincolnshire West CCGNHS South Lincolnshire CCGNHS South West Lincolnshire CCGNHS South West Lincolnshire CCGLeicestershireNHS East Leicestershire and Rutland CCGShropshireNHS West Leicester City CCGShropshireNHS Shropshire CCGShropshireNHS Shropshire CCGShropshireNHS East Staffordshire CCGShropshireNHS South Staffordshire CCGShropshireNHS Cannock Chase CCGStaffordshireNHS Stafford and Surrounds CCGStaffordshireNHS Cannock Chase CCGStafford and Surrounds CCGNHS Stafford and Surrounds CCGStafford and SwindonNHS Gloucestershire CCGWiltshire and SwindonNHS Swindon CCGBristol Bane and South GloucestershireNHS Bristol CCG	Nene and Corby	NHS Nene CCG
LincolnshireNHS Lincolnshire West CCG NHS South Lincolnshire CCG NHS South West Lincolnshire CCG NHS South West Lincolnshire CCG NHS East Leicestershire and Rutland CCG NHS Leicester City CCG NHS West Leicestershire CCGShropshireNHS Shropshire CCG NHS Shropshire CCGShropshireNHS Shropshire CCG NHS Telford and Wrekin CCGShropshireNHS Sataffordshire CCG NHS North Staffordshire CCG NHS South East Staffordshire CCG NHS South East Staffordshire and Seisdon Peninsular CCG NHS Stafford and Surrounds CCG NHS Stoke-on-Trent CCG NHS Stoke-on-Trent CCG NHS Swindon CCG NHS Swindon CCG NHS Swindon CCGBristol Bane and South Gloucestershire NHS Bristol CCGNHS Bristol CCG		NHS Corby CCG
LincolnshireNHS South Lincolnshire CCGNHS South West Lincolnshire CCGNHS South West Lincolnshire CCGLeicestershireLeicestershireNHS East Leicestershire and Rutland CCGNHS Leicester City CCGNHS West Leicestershire CCGShropshireShropshireNHS Shropshire CCGNHS Telford and Wrekin CCGNHS East Staffordshire CCGNHS North Staffordshire CCGNHS North Staffordshire CCGNHS South East Staffordshire and Seisdon Peninsular CCGNHS Stafford and Surrounds CCGNHS Cannock Chase CCGNHS Stoke-on-Trent CCGGloucestershireNHS Gloucestershire CCGWiltshire and SwindonNHS Swindon CCGBristol Bane and South GloucestershireNHS Bristol CCG		NHS Lincolnshire East CCG
NHS South Lincolnshire CCGNHS South West Lincolnshire CCGNHS South West Lincolnshire CCGNHS East Leicestershire and Rutland CCGNHS Leicester City CCGNHS West Leicestershire CCGShropshireShropshireNHS Shropshire CCGNHS Telford and Wrekin CCGNHS South Staffordshire CCGNHS North Staffordshire CCGNHS South East Staffordshire CCGNHS South East Staffordshire and Seisdon Peninsular CCGStaffordshireGloucestershireWiltshire and SwindonBristol Bane and South GloucestershireNHS Bristol CCGNHS Bristol CCG	Lincolnabira	NHS Lincolnshire West CCG
LeicestershireNHS East Leicestershire and Rutland CCGLeicestershireNHS Leicester City CCGNHS West Leicestershire CCGNHS West Leicestershire CCGShropshireNHS Shropshire CCGNHS Telford and Wrekin CCGNHS Telford and Wrekin CCGNHS South Staffordshire CCGNHS North Staffordshire CCGStaffordshireNHS South East Staffordshire CCGStaffordshireNHS South East Staffordshire and Seisdon Peninsular CCGStafford and Surrounds CCGNHS Stafford and Surrounds CCGNHS Stafford and Surrounds CCGNHS Stafford and Surrounds CCGStafford and Surrounds CCGNHS Stoke-on-Trent CCGGloucestershireNHS Gloucestershire CCGWiltshire and SwindonNHS Swindon CCGBristol Bane and South GloucestershireNHS Bristol CCG	Linconstine	NHS South Lincolnshire CCG
LeicestershireRutland CCGNHS Leicester City CCGNHS West Leicestershire CCGShropshireNHS Shropshire CCGShropshireNHS Telford and Wrekin CCGNHS Telford and Wrekin CCGNHS East Staffordshire CCGNHS North Staffordshire CCGNHS North Staffordshire CCGStaffordshireNHS South East Staffordshire and Seisdon Peninsular CCGStaffordshireNHS Stafford and Surrounds CCGNHS Stafford and Surrounds CCGNHS Cannock Chase CCGNHS Stoke-on-Trent CCGNHS Stoke-on-Trent CCGGloucestershireNHS Gloucestershire CCGWiltshire and SwindonNHS Swindon CCGBristol Bape and South GloucestershireNHS Bristol CCG		NHS South West Lincolnshire CCG
NHS Leicester City CCGNHS West Leicestershire CCGShropshireShropshireMHS Shropshire CCGNHS Telford and Wrekin CCGNHS East Staffordshire CCGNHS North Staffordshire CCGNHS North Staffordshire CCGNHS South East Staffordshire and Seisdon Peninsular CCGNHS Stafford and Surrounds CCGNHS Stoke-on-Trent CCGGloucestershireWiltshire and SwindonWiltshire and SwindonRristol Bane and South GloucestershireNHS Bristol CCG		
ShropshireNHS Shropshire CCGNHS Telford and Wrekin CCGNHS East Staffordshire CCGNHS North Staffordshire CCGNHS North Staffordshire CCGNHS South East Staffordshire and Seisdon Peninsular CCGNHS Stafford and Surrounds CCGNHS Cannock Chase CCGNHS Stoke-on-Trent CCGGloucestershireNHS Gloucestershire CCGWiltshire and SwindonNHS Swindon CCGBristol Bane and South GloucestershireNHS Bristol CCG	Leicestershire	NHS Leicester City CCG
ShropshireNHS Telford and Wrekin CCGNHS East Staffordshire CCGNHS North Staffordshire CCGNHS North Staffordshire CCGNHS South East Staffordshire and Seisdon Peninsular CCGNHS Stafford and Surrounds CCGNHS Stafford and Surrounds CCGNHS Cannock Chase CCGNHS Stoke-on-Trent CCGGloucestershireNHS Gloucestershire CCGWiltshire and SwindonNHS Swindon CCGBristol Bane and South GloucestershireNHS Bristol CCG		
ShropshireNHS Telford and Wrekin CCGNHS East Staffordshire CCGNHS North Staffordshire CCGNHS North Staffordshire CCGNHS South East Staffordshire and Seisdon Peninsular CCGNHS Stafford and Surrounds CCGNHS Stafford and Surrounds CCGNHS Cannock Chase CCGNHS Stoke-on-Trent CCGGloucestershireNHS Gloucestershire CCGWiltshire and SwindonNHS Swindon CCGBristol Bane and South GloucestershireNHS Bristol CCG		NHS Shropshire CCG
StaffordshireNHS North Staffordshire CCG NHS South East Staffordshire and Seisdon Peninsular CCG NHS Stafford and Surrounds CCG NHS Cannock Chase CCG NHS Stoke-on-Trent CCGGloucestershireNHS Gloucestershire CCGGloucestershire and SwindonNHS Swindon CCGWiltshire and SwindonNHS Swindon CCGBristol Bane and South GloucestershireNHS Bristol CCG	Snropsnire	•
StaffordshireNHS South East Staffordshire and Seisdon Peninsular CCG NHS Stafford and Surrounds CCG NHS Cannock Chase CCG NHS Stoke-on-Trent CCGGloucestershireNHS Gloucestershire CCGWiltshire and SwindonNHS Swindon CCG NHS Wiltshire CCGBristol Bane and South GloucestershireNHS Bristol CCG		NHS East Staffordshire CCG
StaffordshireNHS South East Staffordshire and Seisdon Peninsular CCG NHS Stafford and Surrounds CCG NHS Cannock Chase CCG NHS Stoke-on-Trent CCGGloucestershireNHS Gloucestershire CCGWiltshire and SwindonNHS Swindon CCG NHS Wiltshire CCGBristol Bane and South GloucestershireNHS Bristol CCG		NHS North Staffordshire CCG
StaffordshireSeisdon Peninsular CCGNHS Stafford and Surrounds CCGNHS Cannock Chase CCGNHS Connock Chase CCGStoke-on-Trent CCGGloucestershireNHS Gloucestershire CCGWiltshire and SwindonNHS Swindon CCGBristol Bane and South GloucestershireNHS Bristol CCG		
NHS Cannock Chase CCG NHS Stoke-on-Trent CCG Gloucestershire NHS Gloucestershire CCG Wiltshire and Swindon NHS Swindon CCG Bristol Base and South Gloucestershire NHS Bristol CCG	Staffordshire	
NHS Stoke-on-Trent CCG Gloucestershire NHS Gloucestershire CCG Wiltshire and Swindon NHS Swindon CCG Bristol Base and South Gloucestershire NHS Bristol CCG		NHS Stafford and Surrounds CCG
Gloucestershire NHS Gloucestershire CCG Wiltshire and Swindon NHS Swindon CCG Bristol Base and South Gloucestershire NHS Bristol CCG		NHS Cannock Chase CCG
Wiltshire and Swindon NHS Swindon CCG NHS Wiltshire CCG NHS Bristol CCG		NHS Stoke-on-Trent CCG
Wiltshire and Swindon NHS Wiltshire CCG Bristol, Bane and South Gloucestershire NHS Bristol CCG	Gloucestershire	NHS Gloucestershire CCG
Bristol, Bane and South Gloucestershire NHS Bristol CCG NHS Bristol CCG	Wiltohiro and Swindon	NHS Swindon CCG
Bristol Bane and South Gloucestershire		NHS Wiltshire CCG
NHS South Gloucestershire CCG	Drietal Dana and Cauth Clause stars in	NHS Bristol CCG
	Bristol, Bane and South Gloucestershire	NHS South Gloucestershire CCG

High quality care for all, now and for future generations

Somerset and North Somerset NHS North Somerset CCG Cornwall NHS Kernow CCG Devon NHS North, East, West Devon CCG NHS South Devon and Torbay CCG NHS South Devon and Torbay CCG NHS South Devon and Torbay CCG NHS Safford CCG NHS Canterbury and Coastal CCG NHS South CCG NHS South Kent Coast CCG NHS Swale CCG NHS Swale CCG NHS Swale CCG NHS West Kent CCG NHS High Weald Lewes Havens CCG NHS Eastbourne, Haisham and Seaford CCG Sussex NHS Crawley CCG Sussex NHS Castal West Sussex CCG Sussex NHS Guildford and Hove CCG NHS Crawley CCG NHS Guildford and Waverley CCG NHS Surrey Downs CCG NHS Surrey Downs CCG NHS Surrey Downs CCG NHS Surrey CCG NHS Surrey Downs CCG NHS Surrey CCG NHS Surrey Ideath CCG NHS Surrey CCG NHS Surrey Ideath CCG NHS Surrey Ideath CCG NHS Surrey Ideath CCG NHS Surrey Ideath CCG NHS Surrey Ideath CCG NHS Surrey Ideath CCG NHS South Reading CCG NHS North East Hampshire a		NHS Bath and North East Somerset CCG
Cornwall NHS Somerset CCG Devon NHS North, East, West Devon CCG NHS South Devon and Torbay CCG NHS South Devon and Torbay CCG NHS Canterbury and Coastal CCG NHS Canterbury and Coastal CCG NHS Dartford, Gravesham and Swanley CCG NHS Medway CCG NHS Swale CCG NHS Swale CCG NHS Swale CCG NHS West Kent CCG NHS West Kent CCG NHS West Kent CCG NHS West Kent CCG NHS West Kent CCG NHS Brighton and Hove CCG NHS High Weald Lewes Havens CCG NHS Eastbourne, Hailsham and Seaford CCG NHS Crawley CCG NHS Crawley CCG NHS Crawley CCG NHS Crawley CCG NHS Surrey Downs CCG Surrey NHS Surrey Downs CCG Surrey NHS Surrey Death CCG Buckinghamshire NHS Distrey CCG NHS Slough CCG NHS Chiltern CCG NHS Slough CCG NHS Slough CCG NHS North and Mest Reading CCG NHS North and West Reading CCG NHS North East Hampshire and Fariharn CCG NHS South Reading CCG NHS South Reading CCG NHS North East Hampshire and Farinham CCG	Somercet and North Somercet	NHS North Somerset CCG
Devon NHS North, East, West Devon CCG NHS South Devon and Torbay CCG NHS Ashford CCG NHS Canterbury and Coastal CCG NHS Dartford, Gravesham and Swanley CCG NHS South Kent Coast CCG NHS South Kent Coast CCG NHS South Kent Coast CCG NHS Wale CCG NHS South Kent Coast CCG NHS Wale CCG NHS West Kent CCG NHS West Kent CCG NHS West Kent CCG NHS Waled Lewes Havens CCG NHS Lastings and Rother CCG NHS Crawley CCG NHS Crawley CCG NHS Crawley CCG NHS Horsham and Seaford CCG NHS Crawley CCG NHS Crawley CCG NHS Crawley CCG NHS Horsham and Mid Sussex CCG NHS Crawley CCG NHS Crawley CCG NHS Surrey CCG Surrey NHS Surrey Downs CCG Surrey Downs CCG NHS Surrey CCG Buckinghamshire NHS Slough CCG Berkshire NHS Bracknell and Ascot CCG NHS South Reading CCG NHS South Reading CCG NHS North and West Reading CCG NHS North and West Reading CCG NHS North and West Reading CCG NHS Wokingham CCG	Somerset and North Somerset	NHS Somerset CCG
Devon NHS South Devon and Torbay CCG NHS Ashford CCG NHS Canterbury and Coastal CCG NHS Dartford, Gravesham and Swanley CCG NHS Dartford, Gravesham and Swanley CCG NHS South Kent Coast CCG NHS South Kent Coast CCG NHS Swale CCG NHS Swale CCG NHS Swale CCG NHS Swale CCG NHS West Kent CCG NHS Kent CCG NHS Brighton and Hove CCG NHS High Weald Lewes Havens CCG CCG NHS Eastbourne, Hailsham and Seaford CCG NHS Crawley CCG NHS Castal West Sussex CCG NHS Crawley CCG NHS Horsham and Mid Sussex CCG CCG NHS Horsham and Mid Sussex CCG Surrey NHS Guildford and Waverley CCG NHS Surrey Downs CCG NHS Surrey Downs CCG NHS Surrey Downs CCG NHS Surrey CCG NHS Surrey Devens CCG NHS Slough CCG Buckinghamshire NHS Slough CCG Berkshire NHS Windsor Ascot and Maidenhead CCG NHS North and West Reading CCG NHS North and West Reading CCG NHS North Reading CCG NHS North East Hampshire and Farnham CCG NHS Wokingham CCG NHS Wokingham CCG	Cornwall	NHS Kernow CCG
NHS South Devon and Torbay CCG NHS Ashford CCG NHS Canterbury and Coastal CCG NHS Dartford, Gravesham and Swanley CCG NHS South Kent Coast CCG NHS South Kent Coast CCG NHS Swale CCG NHS Thanet CCG NHS Thanet CCG NHS West Kent CCG NHS West Kent CCG NHS Thanet CCG NHS Brighton and Hove CCG NHS Brighton and Hove CCG NHS Eastbourne, Hailsham and Seaford CCG NHS Coastal West Sussex CCG NHS Coastal West Sussex CCG NHS Crawley CCG NHS North West Surrey CCG NHS Surrey Downs CCG NHS Surrey Downs CCG NHS Surrey Heath CCG NHS Surrey Heath CCG NHS Sourey CCG Buckinghamshire Berkshire NHS Sourey and District CCG NHS North and West Reading CCG NHS North and West Reading CCG NHS North and West Reading CCG NHS North Bast Hampshire and Farnham CCG NHS Weingham CCG NHS North Hampshire CCG	Deven	NHS North, East, West Devon CCG
Kent and MedwayNHS Canterbury and Coastal CCG NHS Dartford, Gravesham and Swanley CCG NHS Medway CCG NHS South Kent Coast CCG NHS Swale CCG NHS Thanet CCG NHS West Kent CCG NHS West Kent CCGSussexNHS Brighton and Hove CCG NHS High Weald Lewes Havens CCG NHS Eastbourne, Hailsham and Seaford CCG 	Devon	NHS South Devon and Torbay CCG
Kent and MedwayNHS Dartford, Gravesham and Swanley CCGNHS Medway CCGNHS Medway CCGNHS South Kent Coast CCGNHS Swale CCGNHS Thanet CCGNHS West Kent CCGNHS West Kent CCGNHS West Kent CCGNHS Brighton and Hove CCGNHS High Weald Lewes Havens CCGSussexNHS Eastbourne, Hailsham and Seaford CCGSussexNHS Eastbourne, Hailsham and Seaford CCGNHS Coastal West Sussex CCGNHS Crawley CCGNHS Coastal West Sussex CCGNHS Crawley CCGNHS Coastal West Sussex CCGNHS Surrey Downs CCGSurreyNHS Surrey Downs CCGBuckinghamshireNHS Surrey Downs CCGBuckinghamshireNHS Aylesbury Vale CCGNHS Surrey Heath CCGNHS CGNHS Surrey Heath CCGNHS Surrey CCGNHS Surrey Heath CCGNHS Surrey CCGNHS North CGNHS Windsor Ascot and Maidenhead CCGNHS Windsor Ascot and Maidenhead CCGNHS North and West Reading CCGNHS North and West Reading CCGNHS Worth and West Reading CCGNHS North East Hampshire and Farnham CCGNHS North East Hampshire and Farnham CCGNHS North Hampshire CCGNHS North Hampshire CCG		NHS Ashford CCG
Kent and MedwaySwanley CCGNHS Medway CCGNHS South Kent Coast CCGNHS Swale CCGNHS Wase CCGNHS West Kent CCGNHS West Kent CCGNHS Brighton and Hove CCGNHS High Weald Lewes Havens CCGCCGNHS Eastbourne, Hailsham and Seaford CCGNHS Hastings and Rother CCGNHS Hastings and Rother CCGNHS Hastings and Rother CCGNHS Coastal West Sussex CCGNHS Coastal West Sussex CCGNHS Surrey CCGNHS Surrey CCGNHS Surrey Downs CCGNHS Surrey Downs CCGNHS Surrey Heath CCGNHS Surrey Heath CCGNHS Shorth West Surrey CCGNHS Surrey Heath CCGNHS Sourey CCGNHS Windsor Ascot and Maidenhead CCGNHS North and West Reading CCGNHS North and West Reading CCGNHS North and West Reading CCGNHS North East Hampshire and Farnham CCGNHS North Hampshire CCGNHS North Hampshire CCG		NHS Canterbury and Coastal CCG
NHS South Kent Coast CCG NHS Swale CCG NHS Thanet CCG NHS West Kent CCG NHS West Kent CCG NHS West Kent CCG NHS Brighton and Hove CCG NHS High Weald Lewes Havens CCG NHS Eastbourne, Hailsham and Seaford CCG NHS Eastbourne, Hailsham and Seaford CCG NHS Coastal West Sussex CCG NHS Coastal West Sussex CCG NHS Coastal West Sussex CCG NHS Crawley CCG NHS Burley CCG NHS Surrey Downs CCG NHS Surrey Downs CCG NHS Surrey Downs CCG NHS Surrey Heath CCG NHS Aylesbury Vale CCG NHS North West Slough CCG NHS Slough CCG NHS North and Mest Reading CCG NHS North and West Reading CCG NHS North East Hampshire and Farnham CCG NHS North East Hampshire and Farnham CCG NHS North Hampshire CCG		•
NHS Swale CCG NHS Thanet CCG NHS West Kent CCG NHS West Kent CCG NHS Brighton and Hove CCG NHS High Weald Lewes Havens CCG NHS Eastbourne, Hailsham and Seaford CCG NHS Eastbourne, Hailsham and Seaford CCG NHS Coastal West Sussex CCG NHS Coastal West Sussex CCG NHS Crawley CCG NHS Horsham and Mid Sussex CCG Surrey NHS Surrey Downs CCG NHS Surrey Downs CCG NHS Surrey Downs CCG NHS Surrey Heath CCG NHS Surrey Heath CCG Buckinghamshire Berkshire HAS Slough CCG NHS Slough CCG NHS Windsor Ascot and Maidenhead CCG NHS North and West Reading CCG NHS North and West Reading CCG NHS Wokingham CCG NHS North East Hampshire and Farnham CCG NHS North Hampshire CCG	Kent and Medway	NHS Medway CCG
NHS Thanet CCGNHS West Kent CCGNHS West Kent CCGNHS Brighton and Hove CCGNHS High Weald Lewes Havens CCGNHS Eastbourne, Hailsham and Seaford CCGNHS Hastings and Rother CCGNHS Hastings and Rother CCGNHS Coastal West Sussex CCGNHS Coastal West Sussex CCGNHS Crawley CCGNHS Guildford and Waverley CCGNHS Morth West Surrey CCGNHS Surrey Downs CCGNHS Surrey Heath CCGNHS Surrey Heath CCGNHS Chiltern CCGNHS Chiltern CCGNHS Surrey Ale CCGNHS Surrey Heath CCGNHS Slough CCGNHS Slough CCGNHS Slough CCGNHS Windsor Ascot and Maidenhead CCGNHS North and West Reading CCGNHS North and West Reading CCGNHS North Reading CCGNHS North Reading CCGNHS North East Hampshire and Farnham CCGNHS North Hampshire CCG		NHS South Kent Coast CCG
NHS West Kent CCG NHS Brighton and Hove CCG NHS High Weald Lewes Havens CCG NHS Eastbourne, Hailsham and Seaford CCG NHS Hastings and Rother CCG NHS Mastings and Rother CCG NHS Coastal West Sussex CCG NHS Crawley CCG NHS Horsham and Mid Sussex CCG Surrey NHS Guildford and Waverley CCG NHS Surrey Downs CCG NHS Surrey CCG NHS Surrey Downs CCG NHS Surrey Downs CCG NHS Net Surrey CCG NHS Surrey Downs CCG NHS Surrey Heath CCG NHS Surrey Heath CCG NHS Sough CCG NHS North and Macot CCG NHS Windsor Ascot and Maidenhead CCG NHS North and West Reading CCG NHS North East Hampshire and Farnham CCG		NHS Swale CCG
SussexNHS Brighton and Hove CCG NHS High Weald Lewes Havens CCGSussexNHS Eastbourne, Hailsham and Seaford CCG NHS Hastings and Rother CCG NHS Hastings and Rother CCG NHS Coastal West Sussex CCG NHS Crawley CCG NHS Crawley CCGSurreyNHS Guildford and Waverley CCG NHS North West Surrey CCG NHS Surrey Downs CCG NHS Surrey Heath CCG NHS Surrey Heath CCGBuckinghamshireNHS Aylesbury Vale CCG NHS Chiltern CCGBuckinghamshireNHS Slough CCG NHS Surrey Heath CCG NHS Surrey Heath CCG NHS Surrey Heath CCG NHS Surrey To CGBuckinghamshireNHS North Slough CCG NHS Slough CCG NHS Slough CCG NHS North and West Reading CCG NHS North East Hampshire and Farnham CCGHampshire & Isle of WightNHS North Hampshire CCG NHS North Hampshire CCG		NHS Thanet CCG
SussexNHS High Weald Lewes Havens CCGSussexNHS Eastbourne, Hailsham and Seaford CCGNHS Hastings and Rother CCGNHS Hastings and Rother CCGNHS Coastal West Sussex CCGNHS Coastal West Sussex CCGNHS Crawley CCGNHS Horsham and Mid Sussex CCGCCGNHS Surrey Downs CCGNHS Surrey Downs CCGNHS Surrey Downs CCGNHS Surrey Heath CCGNHS Aylesbury Vale CCGBuckinghamshireBuckinghamshireNHS Slough CCGNHS Slough CCGNHS Slough CCGNHS Windsor Ascot and Maidenhead CCGNHS North and West Reading CCGNHS North East Hampshire and Farnham CCGNHS North Hampshire CCG		NHS West Kent CCG
SussexCCGNHS Eastbourne, Hailsham and Seaford CCGNHS Hastings and Rother CCGNHS Coastal West Sussex CCGNHS Coastal West Sussex CCGNHS Crawley CCGNHS Horsham and Mid Sussex CCGCCGNHS Surrey CCGSurreyNHS Surrey Downs CCGNHS Surrey Downs CCGNHS Surrey Downs CCGNHS Surrey Heath CCGNHS Surrey Heath CCGBuckinghamshireBuckinghamshireNHS Slough CCGNHS Slough CCGNHS Slough CCGNHS North and West Reading CCGNHS North and West Reading CCGNHS North and West Reading CCGNHS North East Hampshire and Farnham CCGNHS North Hampshire CCG		NHS Brighton and Hove CCG
SussexSeaford CCGNHS Hastings and Rother CCGNHS Coastal West Sussex CCGNHS Crawley CCGNHS Horsham and Mid SussexCCGCCGNHS Surrey Downs CCGNHS Surrey Downs CCGNHS Surrey Downs CCGNHS Surrey Downs CCGNHS Surrey Heath CCGNHS Aylesbury Vale CCGBuckinghamshireBuckinghamshireNHS Surrey Heath CCGNHS Chiltern CCGNHS North West Surrey CCGNHS Chiltern CCGNHS North CCGNHS North CCGNHS North CCGNHS North CCGNHS North and Ascot CCGNHS North and West Reading CCGNHS North and West Reading CCGNHS North And West Reading CCGNHS North East Hampshire andFarnham CCGNHS North Hampshire CCG		•
NHS Hastings and Rother CCGNHS Coastal West Sussex CCGNHS Crawley CCGNHS Horsham and Mid Sussex CCGCCGNHS Guildford and Waverley CCGNHS North West Surrey CCGNHS Surrey Downs CCGNHS Surrey Downs CCGNHS Surrey Heath CCGBuckinghamshireBuckinghamshireNHS Bracknell and Ascot CCGNHS Bracknell and Ascot CCGNHS Windsor Ascot and Maidenhead CCGNHS North and West Reading CCGNHS North and West Reading CCGNHS North and West Reading CCGNHS Wokingham CCGNHS North East Hampshire and Farnham CCGNHS North Hampshire CCG	Sussay	
NHS Crawley CCG NHS Horsham and Mid Sussex CCG NHS Guildford and Waverley CCG NHS North West Surrey CCG NHS Surrey Downs CCG NHS Surrey Heath CCG NHS Chiltern CCG NHS Chiltern CCG NHS Slough CCG NHS Slough CCG NHS Windsor Ascot and Maidenhead CCG NHS North and West Reading CCG NHS North and West Reading CCG NHS Wokingham CCG NHS Wokingham CCG NHS North East Hampshire and Farnham CCG NHS North Hampshire CCG	Sussex	NHS Hastings and Rother CCG
NHS Horsham and Mid Sussex CCGSurreyNHS Guildford and Waverley CCG NHS North West Surrey CCG NHS Surrey Downs CCG NHS East Surrey CCG NHS Surrey Heath CCG NHS Surrey Heath CCGBuckinghamshireNHS Aylesbury Vale CCG NHS Chiltern CCGBuckinghamshireNHS Slough CCG NHS Slough CCGBerkshireNHS North and West Reading CCG NHS Wokingham CCGHampshire & Isle of WightNHS North Hampshire CCG		NHS Coastal West Sussex CCG
CCGSurreyNHS Guildford and Waverley CCGNHS North West Surrey CCGNHS Surrey Downs CCGNHS East Surrey CCGNHS Surrey Heath CCGBuckinghamshireNHS Aylesbury Vale CCGBuckinghamshireNHS Chiltern CCGNHS Strey Heath CCGNHS Surrey Heath CCGNHS Chiltern CCGNHS Strey Heath CCGNHS Strey Heath CCGNHS Chiltern CCGNHS North and Ascot CCGNHS Slough CCGNHS Windsor Ascot and Maidenhead CCGNHS North and West Reading CCGNHS North and West Reading CCGNHS North Reading CCGNHS North East Hampshire and Farnham CCGNHS North Hampshire CCG		NHS Crawley CCG
SurreyNHS North West Surrey CCGNHS Surrey Downs CCGNHS East Surrey CCGNHS East Surrey CCGNHS Surrey Heath CCGBuckinghamshireNHS Aylesbury Vale CCGNHS Chiltern CCGNHS Slough CCGNHS Slough CCGNHS Windsor Ascot and Maidenhead CCGNHS Newbury and District CCGNHS North and West Reading CCGNHS South Reading CCGNHS Wokingham CCGNHS North East Hampshire and Farnham CCGNHS North Hampshire CCG		
Surrey NHS Surrey Downs CCG NHS East Surrey CCG NHS Surrey Heath CCG Buckinghamshire NHS Aylesbury Vale CCG Buckinghamshire NHS Chiltern CCG Buckinghamshire NHS Slough CCG NHS Slough CCG NHS Windsor Ascot and Maidenhead CCG NHS Newbury and District CCG NHS North and West Reading CCG NHS North and West Reading CCG NHS Wokingham CCG NHS North East Hampshire and Farnham CCG NHS North Hampshire CCG		NHS Guildford and Waverley CCG
NHS East Surrey CCG NHS Surrey Heath CCG Buckinghamshire Buckinghamshire NHS Aylesbury Vale CCG NHS Chiltern CCG NHS Bracknell and Ascot CCG NHS Slough CCG NHS Windsor Ascot and Maidenhead CCG NHS Newbury and District CCG NHS North and West Reading CCG NHS South Reading CCG NHS Wokingham CCG NHS North East Hampshire and Farnham CCG NHS North Hampshire CCG		NHS North West Surrey CCG
NHS Surrey Heath CCGBuckinghamshireNHS Aylesbury Vale CCGBuckinghamshireNHS Chiltern CCGNHS Chiltern CCGNHS Bracknell and Ascot CCGNHS Slough CCGNHS Slough CCGNHS Windsor Ascot and Maidenhead CCGNHS Windsor Ascot and Maidenhead CCGNHS Newbury and District CCGNHS North and West Reading CCGNHS South Reading CCGNHS Wokingham CCGNHS Wokingham CCGNHS North East Hampshire and Farnham CCGNHS North Hampshire CCGNHS North Hampshire CCG	Surrey	NHS Surrey Downs CCG
BuckinghamshireNHS Aylesbury Vale CCG NHS Chiltern CCGBuckinghamshireNHS Chiltern CCGNHS Chiltern CCGNHS Bracknell and Ascot CCGNHS Slough CCGNHS Slough CCGNHS Windsor Ascot and Maidenhead CCGNHS Windsor Ascot and Maidenhead CCGNHS Newbury and District CCGNHS Newbury and District CCGNHS North and West Reading CCGNHS North and West Reading CCGNHS South Reading CCGNHS Wokingham CCGNHS North East Hampshire and Farnham CCGNHS North Hampshire CCG		NHS East Surrey CCG
Buckingnamsnire NHS Chiltern CCG NHS Chiltern CCG NHS Bracknell and Ascot CCG NHS Slough CCG NHS Windsor Ascot and Maidenhead CCG NHS Newbury and District CCG NHS North and West Reading CCG NHS North and West Reading CCG NHS Wokingham CCG NHS Wokingham CCG Hampshire & Isle of Wight NHS North Hampshire and Farnham CCG		
NHS Chiltern CCGNHS Chiltern CCGNHS Bracknell and Ascot CCGNHS Slough CCGNHS Windsor Ascot and Maidenhead CCGNHS Newbury and District CCGNHS North and West Reading CCGNHS North and West Reading CCGNHS Wokingham CCGNHS North East Hampshire and Farnham CCGNHS North Hampshire CCG	Buckinghamshire	
BerkshireNHS Slough CCGNHS Windsor Ascot and Maidenhead CCGNHS Newbury and District CCGNHS North and West Reading CCGNHS South Reading CCGNHS Wokingham CCGNHS North East Hampshire and Farnham CCGNHS North Hampshire CCG		
Berkshire NHS Windsor Ascot and Maidenhead CCG NHS Newbury and District CCG NHS North and West Reading CCG NHS South Reading CCG NHS Wokingham CCG NHS North East Hampshire and Farnham CCG NHS North Hampshire CCG		
Berkshire Maidenhead CCG NHS Newbury and District CCG NHS North and West Reading CCG NHS South Reading CCG NHS Wokingham CCG NHS North East Hampshire and Farnham CCG NHS North Hampshire CCG		NHS Slough CCG
NHS Newbury and District CCG NHS North and West Reading CCG NHS South Reading CCG NHS Wokingham CCG Hampshire & Isle of Wight Hampshire & Isle of Wight	Parkahira	
NHS South Reading CCG NHS Wokingham CCG NHS North East Hampshire and Farnham CCG NHS North Hampshire CCG	Derveillie	NHS Newbury and District CCG
NHS Wokingham CCG NHS North East Hampshire and Farnham CCG NHS North Hampshire CCG		NHS North and West Reading CCG
Hampshire & Isle of Wight NHS North East Hampshire and Farnham CCG NHS North Hampshire CCG		NHS South Reading CCG
Hampshire & Isle of Wight Farnham CCG NHS North Hampshire CCG		NHS Wokingham CCG
NHS North Hampshire CCG	Hompohiro & Iolo of Wight	
	hampshire & isle of Wight	NHS North Hampshire CCG
		NHS Portsmouth CCG

High quality care for all, now and for future generations

Greater Manchester Greater Manchester Greater Manchester Greater Manchester Greater Manchester Lancashire Lanc		NHS South Footorn Hompohiro
Import Network Import Network Import Network Network<		•
International state in the image i		
Greater Manchester Greater Manchester Greater Manchester Manchester Lancashire Lancashire Lancashire		•
Image: Normal State		
Dorset NHS Dorset CCG NHS Wirral CCG NHS West Cheshire CCG NHS Subt Cheshire CCG NHS Vale Royal CCG NHS Subt Cheshire CCG NHS Vale Royal CCG NHS Vale Royal CCG NHS Vale Royal CCG NHS Subt Cheshire CCG NHS Vale Royal CCG NHS St Helens, Warrington, Knowsley, Liverpool, Sefton, Southport NHS St Helens CCG NHS South Sefton CCG NHS South Sefton CCG NHS South Sefton CCG NHS Bury CCG NHS Bury CCG NHS Bury CCG NHS Bury CCG NHS Bury CCG NHS Newcod, Middleton and Rochdale CCG NHS North Manchester CCG NHS Newcod, Middleton and Rochdale CCG NHS South Manchester CCG NHS South Manchester CCG NHS South Manchester CCG NHS South Manchester CCG NHS South Manchester CCG NHS Sufford CCG NHS Stockport CCG NHS Trafford CCG NHS Wigna Borough CCG NHS Wigna Borough CCG NHS Silackburn with Darwen CCG NHS Silackburn with Darwen CCG NHS Silackburn with Darwen CCG NHS Silackburn with Darwen CCG NHS Silackborol CCG NHS Silackburn with Darwen CCG NHS Silackburn w		
Wirral, Cheshire & Chester NHS Wirral CCG Halton, St Helens, Warrington, NHS South Cheshire CCG Knowsley, Liverpool, Sefton, Southport NHS Halton CCG NHS St Helens, Warrington, NHS Halton CCG NHS St Helens CCG NHS NHS Halton CCG NHS St Helens CCG NHS St Helens CCG NHS St Helens CCG NHS North Setton CCG NHS South Sefton CCG NHS Southport and Formby CCG NHS Botton CCG NHS Botton CCG NHS Bury CCG NHS Botton CCG NHS Newcod, Middleton and Rochdale CCG NHS Salford CCG NHS South Manchester CCG NHS South Manchester CCG NHS South Selackpool CCG NHS	Dorset	
Wirral, Cheshire & Chester Halton, St Helens, Warrington, Knowsley, Liverpool, Sefton, Southport & FormbyNHS West Cheshire CCG NHS South Cheshire CCG NHS Vale Royal CCG NHS Warrington CCG NHS St Helens CCG NHS St Helens CCG NHS St Helens CCG 	Dorset	
Wirral, Cheshire & Chester Halton, St Helens, Warrington, Knowsley, Liverpool, Sefton, Southport & FormbyNHS Eastern Cheshire CCG NHS Vale Royal CCG NHS Vale Royal CCG NHS St Helens CCG NHS St Helens CCG NHS Warrington CCG NHS South Sefton CCG NHS Southport and Formby CCG NHS Liverpool CCG NHS Bury CCG NHS Bury CCG NHS Bury CCG NHS Central Manchester CCG NHS North Manchester CCG NHS North Manchester CCG NHS North Manchester CCG NHS South CCG NHS South Marchester CCG NHS South Manchester CCG NHS Stockport CCG NHS Stockport CCG NHS Mis Blackburn with Darwen CCG NHS Blackburn with Darwen CCG NHS Blackburn with Darwen CCG NHS Stalford CCG NHS Stalford CCG NHS Stalford CCG NHS Stalford CCG NHS Stalford CCG NHS Stockport CCG NHS Stockport CCG NHS Stockport CCG NHS Stockport CCG NHS Wigan Borough CCG NHS Stockport CCG NHS Stockport CCG NHS Stockport CCG NHS Stalford CCG NHS Stalford CCG NHS Stockport CCG NHS Stockport CCG NHS Stalford CCG NHS Stockport CCG 		
Wirral, Cheshire & Chester Halton, St Helens, Warrington, Knowsley, Liverpool, Sefton, Southport & FormbyNHS South Cheshire CCG NHS Halton CCG NHS St Helens CCG NHS Warrington CCG NHS Warrington CCG NHS Warrington CCG NHS Southport and Formby CCG NHS Southport and Formby CCG NHS Southport and Formby CCG NHS Bolton CCG NHS Bolton CCG NHS Bury CCG NHS Bury CCG NHS Bury CCG NHS Newtoaldeton and Rochale CCG NHS North Manchester CCG NHS South Manchester CCG NHS Stockport CCG NHS Stockport CCG NHS Tarefied and Glossop CCG NHS Blackburn with Darwen CCG NHS Blackburn with Darwen CCG NHS Blackpool CCG NHS Chorley and South Ribble CCG NHS Creater Preston CCG NHS Creater Preston CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS Newcastle Gateshead CCG		
Wirral, Cheshire & Chester Halton, St Helens, Warrington, Knowsley, Liverpool, Sefton, Southport & FormbyNHS Vale Royal CCG NHS Halton CCG NHS St Helens CCG NHS St Helens CCG NHS St Helens CCG NHS Warrington CCG NHS Southport and Formby CCG NHS Southport and Formby CCG NHS Southport and Formby CCG NHS Bolton CCG NHS Bury CCG NHS Bury CCG NHS Central Manchester CCG NHS North Manchester CCG NHS North Manchester CCG NHS North Manchester CCG NHS Soldharn CCG NHS Soldharn CCG NHS Soldharn CCG NHS Solth CCG NHS North Manchester CCG NHS Solth CCG NHS Solth CCG NHS Solth CCG NHS North Manchester CCG NHS Solth Manchester CCG NHS S		
Wirral, Cheshire & Chester Halton, St Helens, Warrington, Knowsley, Liverpool, Sefton, Southport & Formby Formby HS Southpott and Formby CCG NHS Southport and Formby CCG NHS Southport and Formby CCG NHS Southport and Formby CCG NHS Bury CCG NHS Bury CCG NHS Bury CCG NHS Bury CCG NHS Nerth Manchester CCG NHS North Manchester CCG NHS South Manchester CCG NHS Wigan Borough CCG NHS Wigan Borough CCG NHS Chorley and South Ribble CCG NHS Chorley and South Ribble CCG NHS Chorley and South Ribble CCG NHS Chorley and Wyre CCG NHS Cater Preston CCG NHS Lancashire North CCG NHS West Lancashire CCG NHS Newcastle Gateshead CCG		
Halton, St Helens, Warrington, Knowsley, Liverpool, Sefton, Southport & Formby Formby HS Sutheration CCG NHS South Sefton CCG NHS South Sefton CCG NHS Southport and Formby CCG NHS Southport and Formby CCG NHS Bolton CCG NHS Bury CCG NHS Bury CCG NHS Bury CCG NHS Central Manchester CCG NHS Heywood, Middleton and Rochdale CCG NHS North Manchester CCG NHS North Manchester CCG NHS South Manchester CCG NHS Tameside and Glossop CCG NHS Trafford CCG NHS Wigan Borough CCG NHS Wigan Borough CCG NHS Blackburn with Darwen CCG NHS Blackburn with Darwen CCG NHS Chorley and South Ribble CCG NHS East Lancashire CCG NHS East Lancashire CCG NHS East Lancashire CCG NHS East Lancashire CCG NHS Lancashire North CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS Newcastle Gateshead CCG	Wirral, Cheshire & Chester	-
Knowsley, Liverpool, Seiton, Southport & Formby NHS Warrington CCG NHS South Sefton CCG NHS Southport and Formby CCG NHS Liverpool CCG NHS Bolton CCG NHS Bolton CCG NHS Bolton CCG NHS Bolton CCG NHS Bury CCG NHS Bury CCG NHS North Manchester CCG NHS North Manchester CCG NHS South Manchester CCG NHS South Manchester CCG NHS South Manchester CCG NHS Stockport CCG NHS Stockport CCG NHS Wigan Borough CCG NHS Blackburn with Darwen CCG NHS East Lancashire CCG NHS East Lancashire CCG NHS Greater Preston CCG NHS West Lancashire North CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS Newcastle Gateshead CCG	Halton, St Helens, Warrington,	
NHS Knowsley CCG NHS South Sefton CCG NHS Southport and Formby CCG NHS Liverpool CCG NHS Bolton CCG NHS Bolton CCG NHS Bury CCG NHS Central Manchester CCG NHS North Manchester CCG NHS North Manchester CCG NHS North Manchester CCG NHS Salford CCG NHS South Manchester CCG NHS South Manchester CCG NHS South Manchester CCG NHS Stockport CCG NHS Tameside and Glossop CCG NHS Wigan Borough CCG NHS Blackburn with Darwen CCG NHS Blackburn with Darwen CCG NHS Blackpool CCG NHS Blackpool CCG NHS East Lancashire CCG NHS Greater Preston CCG NHS Greater Preston CCG NHS West Lancashire North CCG NHS West Lancashire CCG NHS Newcastle Gateshead CCG		
NHS South Sefton CCG NHS Southport and Formby CCG NHS Liverpool CCG NHS Bolton CCG NHS Bury CCG NHS Central Manchester CCG NHS Central Manchester CCG NHS North Manchester CCG NHS Salford CCG NHS South Manchester CCG NHS South Manchester CCG NHS South Manchester CCG NHS Stockport CCG NHS Trafford CCG NHS Wigan Borough CCG NHS Blackburn with Darwen CCG NHS Blackpool CCG NHS Chorley and South Ribble CCG NHS Fylde and Wyre CCG NHS Greater Preston CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS West CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS Newcastle Gateshead CCG	& Formby	
NHS Southport and Formby CCG NHS Liverpool CCG NHS Bolton CCG NHS Bury CCG NHS Central Manchester CCG NHS Heywood, Middleton and Rochdale CCG NHS North Manchester CCG NHS North Manchester CCG NHS Salford CCG NHS South Manchester CCG NHS South Manchester CCG NHS South Manchester CCG NHS South Manchester CCG NHS Stockport CCG NHS Trafford CCG NHS Trafford CCG NHS Blackburn with Darwen CCG NHS Blackpool CCG NHS Blackpool CCG NHS Blackpool CCG NHS East Lancashire CCG NHS Fylde and Wyre CCG NHS Greater Preston CCG NHS West Lancashire CCG NHS West CCG NHS Newcastle Gateshead CCG		NHS Knowsley CCG
NHS Liverpool CCG NHS Bolton CCG NHS Bury CCG NHS Central Manchester CCG NHS Central Manchester CCG NHS North Manchester CCG NHS North Manchester CCG NHS Salford CCG NHS South Manchester CCG NHS Stockport CCG NHS Trafford CCG NHS Wigan Borough CCG NHS Blackburn with Darwen CCG NHS Blackpool CCG NHS Blackpool CCG NHS Chorley and South Ribble CCG NHS East Lancashire CCG NHS Greater Preston CCG NHS Greater Preston CCG NHS West Lancashire CCG NHS Newcastle Gateshead CCG		
NHS Bolton CCG NHS Bury CCG NHS Central Manchester CCG NHS Heywood, Middleton and Rochdale CCG NHS North Manchester CCG NHS Oldham CCG NHS Salford CCG NHS South Manchester CCG NHS Stockport CCG NHS Trafford CCG NHS Wigan Borough CCG NHS Blackburn with Darwen CCG NHS Blackpool CCG NHS Blackpool CCG NHS East Lancashire CCG NHS Greater Preston CCG NHS Greater Preston CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS West CCG NHS Cumbria CCG NHS Newcastle Gateshead CCG		NHS Southport and Formby CCG
NHS Bury CCG NHS Central Manchester CCG NHS Heywood, Middleton and Rochdale CCG NHS North Manchester CCG NHS Oldham CCG NHS Salford CCG NHS South Manchester CCG NHS South Manchester CCG NHS South Manchester CCG NHS Stockport CCG NHS Trafford CCG NHS Wigan Borough CCG NHS Blackburn with Darwen CCG NHS Blackburn with Darwen CCG NHS Blackpool CCG NHS East Lancashire CCG NHS Fylde and Wyre CCG NHS Greater Preston CCG NHS West Lancashire CCG		NHS Liverpool CCG
NHS Central Manchester CCGNHS Heywood, Middleton and Rochdale CCGNHS North Manchester CCGNHS Oldham CCGNHS Salford CCGNHS South Manchester CCGNHS South Manchester CCGNHS Stockport CCGNHS Tameside and Glossop CCGNHS Wigan Borough CCGNHS Blackburn with Darwen CCGNHS Blackburn with Darwen CCGNHS Blackburn with Darwen CCGNHS East Lancashire CCGNHS Fylde and Wyre CCGNHS Fylde and Wyre CCGNHS Greater Preston CCGNHS West Lancashire CCGNHS Newcastle Gateshead CCG		NHS Bolton CCG
Greater Manchester NHS Heywood, Middleton and Rochdale CCG NHS North Manchester CCG NHS Oldham CCG NHS Salford CCG NHS South Manchester CCG NHS South Manchester CCG NHS South Manchester CCG NHS Stockport CCG NHS Tameside and Glossop CCG NHS Trafford CCG NHS Wigan Borough CCG NHS Blackburn with Darwen CCG NHS Blackburn with Darwen CCG NHS Chorley and South Ribble CCG CCG NHS East Lancashire CCG NHS Fylde and Wyre CCG NHS Greater Preston CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS Newcastle Gateshead CCG NHS Newcastle Gateshead CCG		NHS Bury CCG
Rochdale CCGGreater ManchesterNHS North Manchester CCGNHS Oldham CCGNHS Salford CCGNHS South Manchester CCGNHS Stockport CCGNHS Stockport CCGNHS Tameside and Glossop CCGNHS Trafford CCGNHS Wigan Borough CCGNHS Wigan Borough CCGNHS Blackburn with Darwen CCGNHS Blackpool CCGNHS Chorley and South Ribble CCGLancashireNHS East Lancashire CCGNHS Fylde and Wyre CCGNHS Greater Preston CCGNHS West Lancashire North CCGNHS West Lancashire CCGNHS Newcastle Gateshead CCGNHS Newcastle Gateshead CCG		NHS Central Manchester CCG
Greater Manchester NHS Oldham CCG NHS Salford CCG NHS South Manchester CCG NHS Stockport CCG NHS Stockport CCG NHS Tameside and Glossop CCG NHS Trafford CCG NHS Wigan Borough CCG NHS Wigan Borough CCG NHS Blackburn with Darwen CCG NHS Blackburn with Darwen CCG NHS Chorley and South Ribble CCG CCG NHS East Lancashire CCG NHS Greater Preston CCG NHS Greater Preston CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS Newcastle Gateshead CCG		
Greater Manchester NHS Oldham CCG NHS Salford CCG NHS South Manchester CCG NHS Stockport CCG NHS Stockport CCG NHS Tameside and Glossop CCG NHS Trafford CCG NHS Wigan Borough CCG NHS Wigan Borough CCG NHS Blackburn with Darwen CCG NHS Blackburn with Darwen CCG NHS Chorley and South Ribble CCG CCG NHS East Lancashire CCG NHS Greater Preston CCG NHS Greater Preston CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS Newcastle Gateshead CCG		NHS North Manchester CCG
NHS Salford CCG NHS South Manchester CCG NHS Stockport CCG NHS Tameside and Glossop CCG NHS Trafford CCG NHS Wigan Borough CCG NHS Blackburn with Darwen CCG NHS Blackpool CCG NHS Chorley and South Ribble CCG NHS East Lancashire CCG NHS Fylde and Wyre CCG NHS Greater Preston CCG NHS Lancashire North CCG NHS West Lancashire CCG NHS West Lancashire CCG NHS West Lancashire CCG	Greater Manchester	
NHS South Manchester CCGNHS Stockport CCGNHS Tameside and Glossop CCGNHS Trafford CCGNHS Wigan Borough CCGNHS Blackburn with Darwen CCGNHS Blackpool CCGNHS Chorley and South RibbleCCGNHS East Lancashire CCGNHS Fylde and Wyre CCGNHS Greater Preston CCGNHS Chorley CCGNHS Charley CCGNHS Creater Preston CCGNHS West Lancashire CCGNHS Newcastle Gateshead CCG		NHS Salford CCG
NHS Stockport CCGNHS Tameside and Glossop CCGNHS Trafford CCGNHS Wigan Borough CCGNHS Blackburn with Darwen CCGNHS Blackpool CCGNHS Chorley and South RibbleCCGNHS East Lancashire CCGNHS Fylde and Wyre CCGNHS Greater Preston CCGNHS Lancashire North CCGNHS West Lancashire CCGNHS West Lancashire CCGNHS West Lancashire CCGNHS West Lancashire CCGNHS Newcastle Gateshead CCG		
NHS Tameside and Glossop CCGNHS Trafford CCGNHS Wigan Borough CCGNHS Blackburn with Darwen CCGNHS Blackpool CCGNHS Chorley and South RibbleCCGNHS East Lancashire CCGNHS Fylde and Wyre CCGNHS Greater Preston CCGNHS Lancashire North CCGNHS West Lancashire CCGNHS Newcastle Gateshead CCG		
NHS Trafford CCGNHS Wigan Borough CCGNHS Blackburn with Darwen CCGNHS Blackpool CCGNHS Chorley and South RibbleCCGNHS East Lancashire CCGNHS Fylde and Wyre CCGNHS Greater Preston CCGNHS Chorley NHS Lancashire North CCGNHS West Lancashire CCGNHS Newcastle Gateshead CCG		•
NHS Wigan Borough CCGNHS Blackburn with Darwen CCGNHS Blackpool CCGNHS Chorley and South Ribble CCGLancashireNHS East Lancashire CCGNHS Fylde and Wyre CCGNHS Greater Preston CCGNHS Lancashire North CCGNHS West Lancashire CCGNHS Newcastle Gateshead CCG		
NHS Blackburn with Darwen CCG NHS Blackpool CCG NHS Chorley and South Ribble CCG NHS East Lancashire CCG NHS Fylde and Wyre CCG NHS Greater Preston CCG NHS Lancashire North CCG NHS West Lancashire CCG NHS Cumbria CCG NHS Newcastle Gateshead CCG		
NHS Blackpool CCGNHS Chorley and South Ribble CCGLancashireNHS East Lancashire CCGNHS Fylde and Wyre CCGNHS Greater Preston CCGNHS Lancashire North CCGNHS West Lancashire CCGNHS Cumbria CCGNHS Newcastle Gateshead CCG		,
Lancashire NHS Chorley and South Ribble CCG NHS East Lancashire CCG NHS Fylde and Wyre CCG NHS Greater Preston CCG NHS Lancashire North CCG NHS West Lancashire CCG NHS Cumbria CCG NHS Newcastle Gateshead CCG		
Lancashire CCG NHS East Lancashire CCG NHS Fylde and Wyre CCG NHS Greater Preston CCG NHS Lancashire North CCG NHS West Lancashire CCG NHS Cumbria CCG NHS Newcastle Gateshead CCG		•
NHS Fylde and Wyre CCG NHS Greater Preston CCG NHS Lancashire North CCG NHS West Lancashire CCG NHS Cumbria CCG NHS Newcastle Gateshead CCG		
NHS Fylde and Wyre CCGNHS Greater Preston CCGNHS Lancashire North CCGNHS West Lancashire CCGNHS Cumbria CCGNHS Newcastle Gateshead CCG	Lancashire	NHS East Lancashire CCG
NHS Greater Preston CCG NHS Lancashire North CCG NHS West Lancashire CCG NHS Cumbria CCG NHS Newcastle Gateshead CCG		NHS Fylde and Wyre CCG
NHS West Lancashire CCG NHS Cumbria CCG NHS Newcastle Gateshead CCG		
NHS Cumbria CCG NHS Newcastle Gateshead CCG		NHS Lancashire North CCG
NHS Cumbria CCG NHS Newcastle Gateshead CCG		NHS West Lancashire CCG
NHS Newcastle Gateshead CCG		
I NHS North Tyneside CCG		NHS North Tyneside CCG

	NHS Northumberland CCG	
Cumbria and North East	NHS South Tyneside CCG	
	NHS Sunderland CCG	
	NHS Darlington CCG	
	NHS Durham Dales, Easington and	
	Sedgefield	
	NHS Newcastle North and East	
	CCG	
	NHS Newcastle West CCG	
	NHS Hartlepool and Stockton-on-	
	Tees CCG	
	NHS North Durham CCG	
	NHS South Tees CCG	
	NHS Hambleton, Richmondshire and Whitby	
North Yorkshire	NHS Harrogate and Rural District CCG	
	NHS Scarborough and Ryedale CCG	
	NHS Vale of York CCG	
	NHS Barnsley CCG	
	NHS Wakefield CCG	
Barnsley, Wakefield, Kirklees, Huddersfield & Calderdale	NHS North Kirklees CCG	
	NHS Greater Huddersfield CCG	
	NHS Calderdale CCG	
	NHS Bradford Districts CCG	
Bradford	NHS Bradford City CCG	
	NHS Airedale, Wharfdale and Craven CCG	
	NHS Leeds North CCG	
Leeds	NHS Leeds South and East CCG	
	NHS Leeds West CCG	
	NHS Doncaster CCG	
Choffield Devector Dethembors North	NHS Rotherham CCG	
Sheffield, Doncaster, Rotherham, North Lincolnshire	NHS North East Lincolnshire CCG	
	NHS North Lincolnshire CCG	
	NHS Sheffield CCG	
East Riding & Hull	NHS East Riding of Yorkshire CCG	
	NHS Hull CCG	
	NHS Brent CCG	
	NHS Central London CCG	
	NHS Ealing CCG	
London North West	NHS Hammersmith and Fulham CCG	
	NHS Harrow CCG	

High quality care for all, now and for future generations

	NHS Hillingdon CCG	
	NHS Hounslow CCG	
	NHS West London CCG	
	NHS Barking and Dagenham CCG	
	NHS Barnet CCG	
	NHS Camden CCG	
	NHS City and Hackney CCG	
	NHS Enfield CCG	
	NHS Haringey CCG	
London North, Central & East	NHS Havering CCG	
	NHS Islington CCG	
	NHS Newham CCG	
	NHS Redbridge CCG	
	NHS Tower Hamlets CCG	
	NHS Waltham Forest CCG	
	NHS Bexley CCG	
	NHS Bromley CCG	
London South East	NHS Greenwich CCG	
London South East	NHS Lambeth CCG	
	NHS Lewisham CCG	
	NHS Southwark CCG	
	NHS Croydon CCG	
	NHS Kingston CCG	
London South West	NHS Merton CCG	
	NHS Richmond CCG	
	NHS Sutton CCG	
	NHS Wandsworth CCG	
Oxfordshire	NHS Oxfordshire CCG	