

Our Wellbeing for Life strategy

A framework for action 2013 – 2016

and our commitments to shared change 2013 – 2014

Wellbeing (noun)

a state characterised by health, happiness and prosperity

Life (noun)

1. liveliness or vitality; 2. continuing for a lifetime

“I love summer in
Newcastle...it’s my
favourite day of the year”

(user at a Sure Start
centre)

Welcome to the consultation draft of the Wellbeing for Life Strategy.

If you live, work or learn in Newcastle, we welcome your views on the draft Strategy. We are particularly interested in:

- Your views on our overall framework for action
- Your views on the more specific commitments for 2013/14

You can comment at www.letstalknewcastle.co.uk

Alternatively, send your views by 31 May 2013 to wellbeing@newcastle.gov.uk

Or post to:

Wellbeing for Life team

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Foreword by Councillor Nick Forbes

Leader, Newcastle City Council and Chair, Newcastle Wellbeing for Life Board

In April 2013, Newcastle City Council became responsible for leading public health in the City. The Council I lead sees this as a once-in-a-lifetime opportunity to change lives across Newcastle for the better. It is also a fundamental aspect of the challenge we have set ourselves to make our city a fairer, happier and healthier place to live.

Working in partnership is vital to this as is the engagement, passion and commitment of people and communities in Newcastle.

In 1952, Nye Bevan said:

“Preventive medicine, which is merely another way of saying health by collective action, builds up a system of social habits that constitute an indispensable part of what we mean by civilisation”.

The part of this quote that is particularly relevant to us as we think about working in partnership is “Health by collective action”. It does not matter which organisation we work for or which part of the community we are concerned about, we will only achieve positive wellbeing and good health for those who live, work, or learn in the city by taking action as part of a collective effort. The Wellbeing for Life Board – made up of key leaders in the city, who can make a difference – will be the beacon for this collective action to improve wellbeing and health.

But local people must be at the heart of it too. To share another quote with you – this time by Saul Alinsky:

“Self respect arises only out of people who play an active role in solving their own crises and who are not helpless, passive, puppet-like recipients of private or public services. To give people help, while denying them a significant part in the action, contributes nothing to the development of the individual. In the deepest sense it is not giving, but taking – taking their dignity. Denial of the opportunity to participate is the denial of human dignity and democracy. It will not work”

We’ve got so much to build on as a city – this is definitely not about starting from scratch. Our involvement in the WHO European Healthy City Network has always meant that we’ve learned from contemporary public health ideas and been one of the cities to put these ideas into practice to help build the ongoing evidence base. Our challenge now, against a backdrop of a tough economic climate, funding cuts and organisational change, is to set aside silos and the bureaucracy and to continue to work together.

I think our first Wellbeing for Life Strategy is a great indication that we can make that journey together.

Who has produced this strategy and why?

This is the first strategy of the Wellbeing for Life Board (Newcastle's statutory Health and Wellbeing Board). Our Wellbeing for Life Strategy fulfils the statutory requirement for:

- Newcastle City Council,
- NHS Newcastle West Clinical Commissioning Group, and
- NHS Newcastle North and East Clinical Commissioning Group

to jointly prepare a 'Health and Wellbeing Strategy'. In fulfilling this requirement, those organisations are pleased to have been joined by:

- Newcastle upon Tyne Hospitals NHS Foundation Trust
- Northumberland, Tyne and Wear NHS Foundation Trust
- Northumbria University
- Newcastle University
- The voluntary and community sector active in Newcastle

[The Wellbeing for Life Board is currently changing its membership arrangements so the final version of the strategy will be changed to include additional partners]

We are also grateful to Newcastle LINK who represented the views of people who live in the city in the lead up to the establishment of Healthwatch Newcastle.

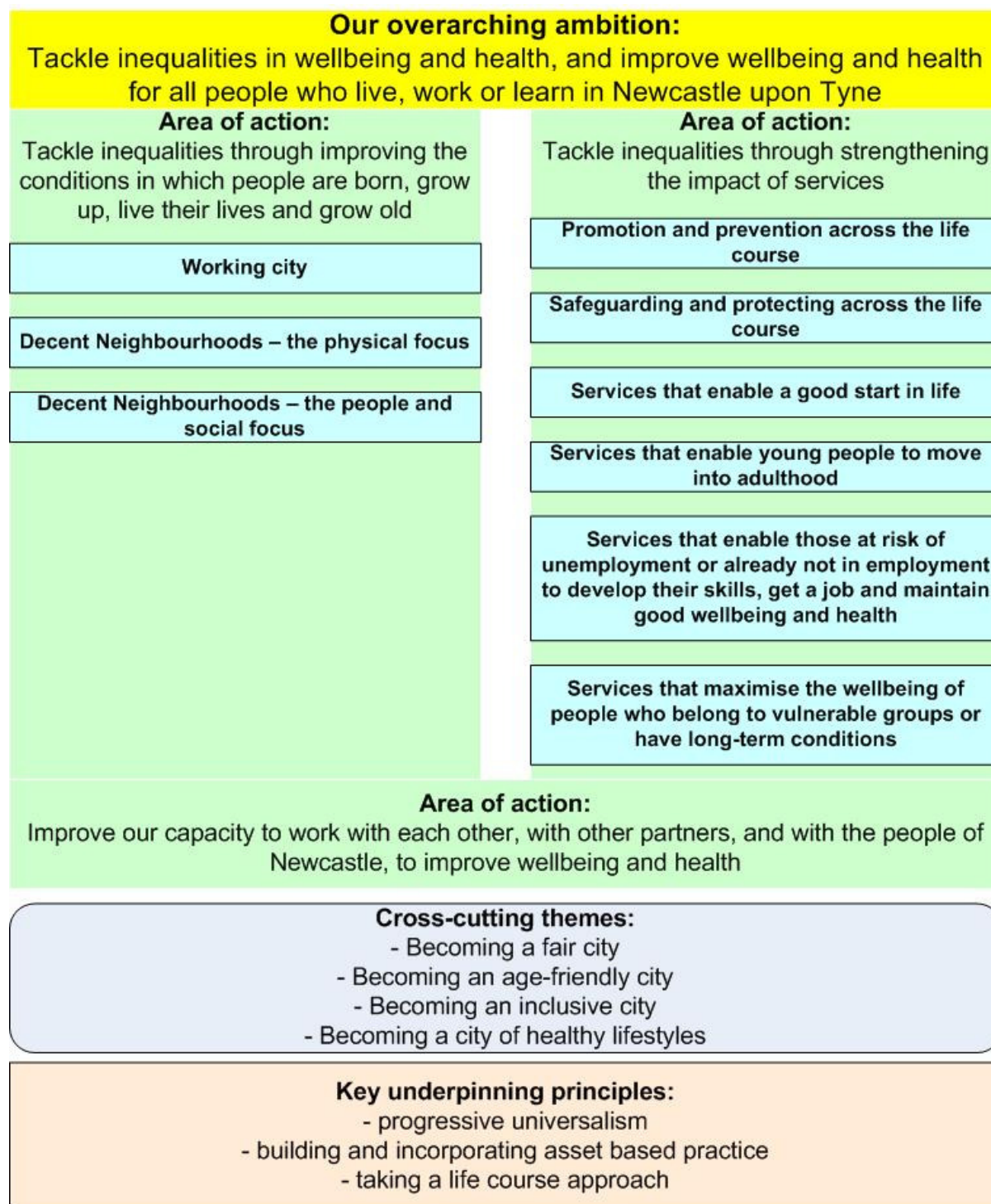
We hope that by providing this strategy as a framework for action that we create the opportunity for you - other organisations, businesses and most importantly people who live, work or learn in the city - to think about how you can make a difference to the wellbeing and health of Newcastle's people and communities.

Know our lives

As you read this strategy please keep an eye out for the boxes where we include quotes from local people giving their views about wellbeing, health and what can help or harm it. Many thanks to those who contributed.

Our framework for action

Our framework for action is made up of a number of parts, illustrated and explained below.



Our overarching ambition

In coming together as the Wellbeing for Life Board, we have a shared ambition to lead the city and our organisations to work with local people to:

tackle inequalities in wellbeing and health, and improve wellbeing and health for all people who live, work or learn in Newcastle upon Tyne.

By health, we join the World Health Organisation, in understanding it as:

“a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity”.

We also recognise a range of other dimensions of wellbeing, such as economic, material and environmental wellbeing.

Know our lives: what does wellbeing mean to you?

“Good health until I die, vibrant and diverse social networks, equitable distribution of resources to achieve a thriving neighbourhood. A secure public environment”

“Looking well, feeling well, looking forward and never looking back. Not feeling neglected or invisible, not being patronised or marginalized”

“Feeling safe in my house and having my needs appreciated physically, emotionally and spiritually. Also being free to express these without comments from others”

“Good health, both mentally and physically. Having family and friends around to support me when needed and to talk things through. Social activity and sense of purpose”

“My own and my partners health, a warm, comfortable house, a friendly, safe neighbourhood, a city full of activities, a country that cares about people”

“Wellbeing means to me peace of mind and healthy body that goes for all people living in Newcastle. Fairness in equality of diversity for all”

Inter-related areas of action

In order to achieve the shared ambition, we will work together and with local people to take forward three inter-related areas of action which form the three parts of this strategy:

Part One draws on the recognition that the settings in which people live their lives – homes, streets, neighbourhoods, workplaces, schools, hospitals, universities – need to provide the economic, environmental and social conditions that support positive wellbeing and good health for all.

It therefore covers our commitments **to tackle inequalities through improving the conditions in which people are born, grow up, live their lives and grow old** with sections on:

- Working City
- Decent Neighbourhoods – the physical focus
- Decent Neighbourhoods – the people and social focus

Know our lives: what can you do about wellbeing and health?

“People are messy where I live, I would like to help clean my area and tell everyone how nice it could be if we did it together.”

Part Two particularly emphasises our role as service providers and the importance of organising and managing services so that people get what they want, when they need it. We also need to make sure services achieve the desired results, provide value for money and don't inadvertently add to the inequalities in our city.

It therefore covers our commitments **to tackle inequalities through strengthening the impact of services** with sections on:

- Prevention and promotion across the life course
- Safeguarding and protecting across the life course
- Enabling a good start in life
- Enabling young people to move into adulthood
- Enabling those at risk of unemployment or already not in employment to develop their skills, get a job and maintain good wellbeing and health

- Maximising the wellbeing of people who belong to vulnerable groups or have long term conditions

Part Three is more internally focussed; it is about us becoming 'fit for purpose' and covers our commitments **to improve our capacity to work with each other, with other partners, and with the people of Newcastle, to improve wellbeing and health.**

Did you know?

Newcastle is a Designated Healthy City within the World Health Organisation European Healthy City Network and an active member of the UK Healthy City Network. We have been involved in the European Network since 1995 and first became designated in 2003.

Getting designated status recognises that we have high level political and strategic commitment to becoming a healthy city. It means we have committed to work with other UK and European Cities to learn from the latest global developments around urban wellbeing and health and to innovate to add to the body of evidence of what works.



Cross-cutting themes

A number of themes weave across all parts of the strategy, each important perspectives on our ambition to become a city for wellbeing and health.

Becoming a fair city

We want Newcastle to be a place of fairness. There are inequalities in access to money, power and resources in the city which reflect those in the wider UK society. These inequalities damage wellbeing and health.

The Newcastle Fairness Commission reported to us in July 2012. We join the Commission in believing a more equal society would be a fairer society and agree that as we work towards eliminating inequality, we need to take fair decisions along the way. We want Newcastle to be known as a place that delivers:

- Fair Share – where people can expect fair outcomes and a fair share of services according to their needs
- Fair Play – where people can have confidence that decisions are made in an even-handed, open and transparent manner, according to evidence
- Fair Go – where people have opportunities to participate, an a chance to fulfil their aspirations for the future
- Fair Say – where people feel included in their city, communities and neighbourhoods, given a fair hearing and an effective voice in decision-making.

Becoming an age-friendly city

We want Newcastle to be a place where people can grow up, live their lives and grow old with good health and positive wellbeing throughout. Age and ageing is a matter that affects all of us. As the number of older people increases and the balance of our population shifts from younger to older, the shape of our communities and the city as a whole is changing. We are committed to embrace this change by challenging our attitudes to age and ageing and developing new thinking and practice in relation to our physical, social and cultural environment.

We are using the World Health Organisation Global Age Friendly Cities Guide as the framework for drawing together the expertise and resources of partners in the city to make Newcastle a good place in which to live and grow old.

We are also working to make sure Newcastle is a good place to grow up, drawing on the UNICEF Baby Friendly Initiative and the Your Welcome principles and standards.

Know our lives: what does an age-friendly city mean to you?

“One which embodies in all spheres of life the principle that all people of all ages are equal partners and stakeholders in the life and opportunities of our community.”

“A city that provides opportunities and services for all as needs change when age advances. Also accessible public space.”

“Accessible, positive environment where ageing is demonstrably valued through community-based services, age appropriate housing, intergenerational projects and person-centred services”

Becoming an inclusive city

We want Newcastle to be a place that embraces diversity. We are aware that some people find it difficult to access places and services or experience stigma and exclusion. There could be any number of underpinning reasons, such as low income, disability, poor physical or mental health, ethnicity, sexual orientation or having caring responsibilities.

Working towards social and financial inclusion and making services accessible and welcoming to all that need them is a vital dimension of what we do and how we do it.

Know our lives: what helps wellbeing and health in Newcastle?

“Friendly people here, we would welcome anyone new to the area”

Becoming a city of healthy lifestyles

We want Newcastle to be a place where healthy lifestyles are the norm – with a low number of people who smoke, drink harmfully or take drugs and an increased number of people having a healthy diet and being physically active. This won't just come about by educating people about the choices they should make, we will also work to create an environment where the healthy choice is the easy choice and create a debate where people can reflect on existing social norms.

Know our lives: what helps – or harms - wellbeing and health in Newcastle?

“The Bupa Great North Run makes us feel healthy & happy (and v. proud of our city)”

“Buy-one-get-one-free offers in shops are never for the healthy food”

Key underpinning principles

We will apply some key principles across all our work:

Progressive universalism – the concept of ‘proportionate universalism’ was first introduced in Fair Society, Healthy Lives (The Marmot Review of Health Inequalities in England post-2010), but the Newcastle Fairness Commission preferred the term ‘progressive universalism’. It refers to taking actions, particularly policy-level actions, in a way that everyone can benefit but those with less access to money, power and resources can benefit proportionately more right across the social gradient.

Unlocking potential through incorporating asset based practice – by this we mean an approach to doing what we do that recognises and builds on people’s (often untapped) skills, strengths, aspirations and networks and enables them to be active in improving their own, and others wellbeing and health, rather than passive recipients of others’ actions.

Taking a life course focus – recognising that positive wellbeing and good health is important at every stage of life and that growing up healthily is an important foundation for growing old healthily. Unless we say otherwise in this Strategy, by ‘people’ we mean people of all ages – from newborns through to those in later life.

Commitments to shared change (2013 – 2014)

Our ambition and the framework for action is long-term, we won’t be able to create these sorts of changes overnight.

With this in mind, we have listed in each section the commitments for action we have resources to progress in 2013-2014. These commitments are about the large-scale changes we want to bring about through working together so don’t include actions that are about day to day delivery or improvements involving one organisation.

As a set of commitments, you won’t find detailed action plans here. But if we get the ‘golden thread’ right, you should be able to find them in the commissioning plans and organisational plans that we produce as individual partners. More importantly, you should see these commitments coming into fruition through what we do and how we do it.

Part One: Tackling inequalities in wellbeing and health, and improving wellbeing and health for all, through improving the conditions in which people are born, grow up, live their lives and grow old

Know our lives: how does Newcastle help your wellbeing and health?

“When I was a young boy, the city was fairly filthy, buildings filthy, industrial area and shipbuilding, coal mining – all buildings were filthy, chimneys smoky, now entirely different, cleaner. Too much chewing gum on pavements but now it’s a different city. The architects and new buildings far better – but I think its remarkably good place, clean place to live, open spaces and good for your health to come here - but we are noted for smoking and drinking too much – very good beer here whereas in the south it’s not the same, you have things going for you here”

“I think the world of it!”

“I just love Newcastle, place I’m from”

“Mix of industrial and rurality”

“I like the flowers in the summer and I look forward to the Christmas decorations in the winter.”

“The environment we live in, the surroundings and especially at this time of year the time and care taken to plant spring flowers around the city and keeping the green space looking so tidy. The people that work in local businesses and their friendly attitudes and the great service as a whole that is provided.”

Our wellbeing and health isn’t just about our genes, our age or the services we use. Our wellbeing and health is created through the economic, physical and social conditions in which we live out our lives. We recognise that these influences occur across many different settings - in homes, in streets, in neighbourhoods, in schools, in workplaces, in hospitals, in other health or social care settings and in universities. By improving these conditions across different settings and in the city as a whole, we can make sustainable improvements to everyone’s wellbeing and health and potentially reduce reliance on services over time.

We need to get these conditions right for all people who live in the city – whichever part of the city they live in, whatever their age and irrespective of the communities of interest, identity or experience they are part of. What’s more, this isn’t just about the people who live or work here now – ‘Know Your City: a profile of Newcastle’s people’ tells us that over time, Newcastle will have an increasingly diverse population and a

greater proportion of people in later life – we need to act now to create a inclusive, age friendly city for the population of tomorrow.

This isn't an easy task - often the actions we need to take now have little measurable benefits in the short-term and there is a lot of uncertainty and unpredictability about the overall impact they will have.

What's more, some of the conditions that affect the lives of people in Newcastle are the result of decisions made elsewhere – on a national or even global level and by businesses as well as government. This can be anything from welfare rights changes to energy prices.

Know our lives: what concerns you about your wellbeing and health?

“Finding it really hard to be optimistic about future here in Newcastle... if these questions were asked one year ago the feeling would have been very different”

“Losing benefits”

“Bedroom Tax”

We will take opportunities to draw attention to how national policy and the actions of business affect the wellbeing and health of people in Newcastle and when appropriate we will lobby for change.

In addition, there is lots of knowledge and expertise we can draw on, such as the ongoing developments in the World Health Organisation Healthy Cities Movement and Fair Society, Healthy Lives (The Marmot Review of Health Inequalities in England post-2010).

We are delighted that colleagues in the Institute of Health and Health Equity at University College London have offered us their support as we learn how to progress the three broad areas of work in a way that embeds wellbeing, health and sustainability considerations and ensures that those who currently have less access to money, power and resources can benefit more:

- A working city...it's only a successful economy if it's a healthy economy that offers fair employment and good work for all
- Decent neighbourhoods...a decent neighbourhood is a healthy neighbourhood when it provides a physical infrastructure that promotes good wellbeing and health
- Decent neighbourhoods...a decent neighbourhood is a healthy neighbourhood when the people living there have control over their lives, have good quality relationships and are active participants in community life

A Working City

Know our lives: what helps – or harms - wellbeing and health in Newcastle?

“I love having a paid job”

“Create more jobs for the area everything is doom and gloom you hear about redundancies everyday attract more company's”

“Create more jobs – more apprenticeships for young people”

“More employment opportunities”

Why we think this is important

A working city is only a successful economy if it's a healthy economy that offers fair employment and good work for all.

Having a job brings an income which protects against poverty across the life course. We believe growing up in a working city means children and young people are less likely to live in poverty and are more likely to have greater aspirations and motivation to learn and succeed. We also believe that growing old in a working city gives more opportunities to work as long as people choose to and for people to have the resources for a healthy standard of living into later life.

Work is associated with better wellbeing and health but just having a job and an income is not enough – we want people to have fair employment with a living wage in settings that enhance wellbeing and health through good quality job design, fair management practices, a healthy work environment and active travel options. Getting the work-life balance right is vital to wellbeing and health.

The challenge we face

The economic environment is tough, with the fortunes of Newcastle's economy mirroring national trends. Even the most optimistic forecasters are only predicting weak growth for the UK over the next three years. We have a higher proportion of public sector jobs here with a lower proportion in the private sector – making jobs especially at risk at a time of public sector austerity. Unemployment here is higher than the rest of the country.

We want more young people to have the opportunity to be in education or training and to gain employment where they can continue to learn and develop. We are also aware that in the future more people are predicted to leave the workforce through

retirement, than enter it. We need to think imaginatively about different patterns of employment – that accommodate a greater variety of options for people of different ages, skills, abilities and circumstances.

What we have to build on

Newcastle has notable strengths and successes: in the marine and offshore sector, professional services, engineering industries, and in our science and education institutions. 131,400 people aged 16-64 are in employment – an employment rate of 63.2%. Entrepreneurial activity in the city has resulted in 6,098 new business starts in the last 3 years.

Newcastle City Council produced a plan called ‘Newcastle – a working city: promoting opportunity in tough times’ in November 2012. It sets out how the Council will shape the city to foster further successful business and enterprise.

As partners, whether in health and social care; research; or the voluntary and community sector, we form a large part of Newcastle’s economy. We have excellent reputations that can bring inward investment to Newcastle, potentially off-setting some of the funding reductions we face.

The North East has been a pioneer in developing a Health@Work award and some partners have already participated in this scheme, bringing experience that can be shared with others. Even without formal engagement in the award scheme other partners have also been taking forward developments to improve the wellbeing and health of their staff.

We have had a Living Wage commission which helped define the level that is needed for a living wage in the city. Newcastle City Council is the first of our partners to introduce this and others are already exploring how to follow this lead.

Our commitments to shared change

Commitment	Committed to by
As employers, giving young people opportunities for work experience and to have a first job through which they can learn and develop.	
As employers, introducing, or investigating the introduction of, the Living Wage.	
As employers, pro-actively looking after staff’s wellbeing and health, through good job design, fair employment, fair management practices, providing a healthy work environment, supporting active	

travel options and investing in supporting staff to develop the knowledge and skills they need for the future.	
As employers, planning ahead for the different patterns of employment that will be needed as a result of demographic change.	
Working within procurement and legal frameworks to develop and introduce ways in which we can procure goods and services so that there are: <ul style="list-style-type: none">• local jobs for local people• greater opportunities for the widespread adoption of the Living Wage• more employers providing fair employment and healthy workplaces	
Promoting the growth of community based business, social enterprise and social based retail models and attracting more larger businesses to the area.	
Nurture an economy that provides leisure and retail opportunities which promote wellbeing and good health and provide for people from different ages and backgrounds with different interests	

Decent Neighbourhoods – the physical focus

Know our lives: what helps wellbeing and health in Newcastle?

“In the open air... Heaton Park, Jesmond Dene, Leazes Park, Exhibition Park, Saltwell Park etc. We are spoilt for choice and so lucky and yet we take it all for granted. i.e. the hard work that goes on behind the scenes from the Gardeners, the Landscapers, the Wardens Etc. and the best part, all these places are FREE”

“Enjoying leisure in Newcastle’s parks, swimming pools, Eldon Square, Recreation Centre for meals and bowling at Mea House”

“Everything is local and easy to get to”

“Great parks, great nightlife, for being a city there is not much pollution”

“I love living near the city centre with its cultural and social buzz, so make sure you don’t cut the arts, Newcastle Council! I love living in a cosmopolitan area. It’s great to be so near the river with its promenades reaching way out into the countryside. I love the 10 minute walk to the swimming pool, but for how long, I wonder?”

“Going out and playing bingo at the community centre.”

“The great parks and open spaces in the city. Love the Town moor, especially Park run on a Saturday morning. free, inclusive and friendly.”

Why we think this is important

A Decent Neighbourhood is a healthy neighbourhood when it provides a physical infrastructure that promotes positive wellbeing and good health for all. It is a setting where all people live in homes suitable to their needs, are digitally connected, can get out and about easily, be active and have fun, make friends with others in their neighbourhoods, and access services easily when they need them. For this to happen, homes and neighbourhoods need to have clean air, be attractive to be in, feel safe and have good active travel routes and accessible transport links to the facilities that people want or need to use. They also need to provide a layout, shops and services that make healthier choices, such as not smoking, reducing alcohol consumption, being active and eating healthy food, the easier choice.

But decent neighbourhoods don’t exist in isolation. Decent neighbourhoods need to be an integral part of a decent city and have connections to other parts of the region and country. All people need to be able to travel easily from their neighbourhood to access retail, learning, leisure and cultural facilities as well as services such as those provided in hospitals.

The challenge we face

Newcastle City Council has worked over the years to keep neighbourhoods clean, green, well maintained and offer facilities such as libraries and leisure centres. But, the Council is faced with unprecedented funding reductions which mean it has to make changes to services that local people value.

The design of houses, streets and the public realm plays a key role in making a place a healthy place but we rarely get the chance to start from scratch. Most of the housing and neighbourhoods of the future already exist now. Sometimes simple changes are all that is needed – such as home insulation, the addition of a dropped kerb or a bench so that people with mobility problems can take a break part way through a walk. But even these simple changes need capital.

Know our lives: what concerns you about wellbeing and health in Newcastle?

“An area is judged by its appearance and its residents would feel happier to see well-kempt streets”

“I am concerned about how the council cuts will affect open spaces.”

“Concerned re council cut backs – use swimming pool but that is under threat of closure”

“Worrying about widespread cuts and closures to services (that all promote / increase wellbeing)”

“fast food outlets (too many), litter and potholes”

“All day drinking should be stopped – has just made people go out later and come home later”

“On Shields Road – the number of fast food takeaways and cafes – for people on a limited budget this is the cheap option”

What we have to build on

Newcastle City Council has developed a Fairer Housing Delivery Plan which outlines the steps it will take towards the aim of ensuring the mix and design of housing positively influences people's lives. It will ensure the quality and range of housing in the city matches people's needs and aspirations particularly older and vulnerable people and families.

Newcastle has some great parks and open spaces that offer opportunities for physical activity, play and getting together with neighbours and friends. 51% of people already use a park at least once a month.

Many people in Newcastle care about the neighbourhoods they live in. Most people don't drop litter, fly-tip or get involved in graffiti or vandalism. People already participate in community clean-ups organised through schools or community organisations. Others choose to get involved in larger projects that improve their area as well as increase food growing such as the Greening Wingrove or Edible Elswick projects. Others still have been identifying ways in which changes can be made to promote active, or more inclusive, neighbourhoods.

Know our lives: what can you do about wellbeing and health in Newcastle?

“We are a group of disabled people, we meet at a Community Centre, we try to do things for the local community - who we can see from the windows - this year we are going to add more plants to the front of the community centre, keep it tidy and hang some bird feeders. We may hand others out to our neighbours as well. We are discussing how we can help our neighbours in other ways like collecting recycling materials from people who don't have recycling bins.”

Our commitments to shared change

Commitment	Committed to by
Invest in existing housing stock exploring new forms of insulation and heat efficiency, especially with households who are more likely to experience fuel poverty	
Plan housing options in a way that recognises the needs of an ageing population, those who are vulnerable and families.	
Work with services and businesses that are active in neighbourhoods to enable them to provide healthy options for their service users or customers.	
As far as is possible, using existing development control and regulatory powers to enable healthy homes, places and lifestyles. Plus lobbying for an extension of powers where we think we could be doing even more.	

<p>Build digital connectivity in the city in a way that can be utilised for good access to information and assistive technologies in the home.</p>	
<p>Explore ways in which we can co-locate services in our community based buildings – benefiting not only from better use of our estates but also from the integration that co-location enables.</p>	
<p>Making sure the settings where services are accessed promote positive wellbeing and good health. (drawing from initiatives such as Healthy Schools; Healthy Universities; Health Promoting Hospitals and Health Services; UNICEF Baby Friendly Initiative; Your Welcome principles and standards)</p>	

Decent Neighbourhoods – the people and social focus.

Know our lives: what helps – or harms - wellbeing and health in Newcastle?

“People nice and cheerful, shop staff helpful and public friendly”

“Smashing city – like everything especially the people”

“Meeting my friends at the Hub.”

“We want to see more education and compassion for vulnerable people”

“Rowdy behaviour in the streets.”

“Racism / sexism”

Why we think this is important

A decent neighbourhood is a healthy neighbourhood when the people living there have control over their lives, have healthy relationships and are active participants in community life. Communities are good for wellbeing and health when they are cohesive, inclusive, mutually supportive and resilient and when healthy and environmentally-friendly behaviours are considered the ‘norm’. We believe that in communities like these, people are less likely to experience exclusion, stigma, social isolation, abuse, neglect or fear of crime and are more likely to draw on their own skills, strengths, aspirations and networks to co-produce improvements to their own and others wellbeing and health.

The challenge we face

As in many parts of the UK, we have become very good at thinking about people and communities in terms of their needs, problems, deficiencies and health damaging behaviour, rather than in terms of the potential they have to take control of their lives and be active citizens in active communities. We need to change the way we work to shift the emphasis from professionally-led definitions of what needs improving and what needs to be done to also supporting people and communities to take control, identify their own opportunities and interests and take action.

This way of working – which we refer to as asset-based practice - requires new knowledge, new skills, a new understanding of roles and responsibilities and new ways of evaluating change. These changes won’t happen overnight but it is important we work hard to get the balance right.

What we have to build on

Newcastle is home to around 900 registered charities, Community Interest Companies and Industrial and Provident societies. It is estimated that there are also, at least, 2,500 small and medium sized voluntary and community organisations. For every paid employee in the sector (approximately 6,500 people), there are between 2.5 and 5.8 people who give their time and energy to make a difference to people's lives in the city.

According to our most recent resident's survey, 20% of people in the city volunteer formally as part of supporting a group, club or organisation at least once a month, and 33% volunteer informally by providing support to someone who is not a relative at least once a month.

We already have some examples where people from organisations have embraced asset based practices as part of the way that they work. We have learned from what we have done so far and have used this experience to design, pilot and start to roll out a workshop session that helps participants build their understanding and experience of asset based practice.

Our commitments to shared change

Commitment	Committed to by
Review our ways of commissioning, procuring and grant aiding so that they enable the development and use of asset-based practice and impact at both a collective and an individual level and also build social value.	
Collectively build capacity (e.g. staff and volunteer knowledge and skills; systems; ways of working) for unlocking potential through asset-based practice This includes shifting ways of working so that 'community leadership' embraces facilitating and supporting a community to be active in identifying opportunities and using their own potential to make a difference, rather than only expecting 'others' to deal with problems.	
Bring together our locally-based workforces with a view to building relationships, developing connectivity, sharing perspectives, skills and resources and enabling co-operative working.	

<p>Review all our communications to promote positive images of people as contributors to society (as opposed to being recipients of services).</p>	
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<p>Act as exemplars to encourage the media to do the same.</p>	
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Part Two: Tackling inequalities in wellbeing and health, and improving wellbeing and health for all, through strengthening the impact of services

Know our lives: what helps wellbeing and health in Newcastle?

“Knowing where to get advice and support when needed”

“Good choice of hospitals and walk-in centres”

“Love the Freeman – absolutely great care, spot on”

“Keep support/advice services e.g. Welfare Rights, Employment services”

“I go to hospital every week and am lucky I live here, the hospitals are very good. The staff are kind.”

The services individuals, carers and families need to access vary widely. From health care; to health improvement; to social care; to education and learning; to support to get a job; to housing support; to income maximisation and debt advice and more. Some people need multiple services to support them – especially at the most vulnerable times in their lives. It is therefore important that we organise and manage services so that people get what they want, when they need it. And, as services face funding reductions, we also need to make sure services achieve the desired results, provide value for money and don't inadvertently add to the inequalities in our city.

Integration is one way that we can achieve easier to navigate services, better outcomes and better value for money. We recognise a spectrum of approaches to achieving integration and that we will need to use different approaches for different purposes, depending on the service area. Approaches may include sharing information, consulting each other, co-locating staff, coordinating our activities, joint management or formal merger.

We believe that the way we work with people needs to shift - we don't want people to feel as if they are passive recipients of something we do, we want people to have a sense of control and make their own decisions about the support they need and where they can draw it from. We also want to be there when people need us and support them to move on when they are ready, rather than work in a way that creates continued reliance on services.

In order to bring about our ambitious changes, we need to work together on service innovation and change. We need to draw on, and develop, the expertise we have in involving and engaging local people, co-designing effective care pathways, providing

infrastructure for good support planning and using commissioning as a lever for bringing about sustainable change.

We have grouped our commitments to shared change under the following headings.

- Prevention and promotion across the life course
- Safeguarding and protecting across the life course
- Services that enable a good start in life
- Services that enable young people to move into adulthood
- Services that enable those at risk of unemployment or already not in employment to develop their skills, get a job and maintain good wellbeing and health
- Services that maximise the wellbeing of people who belong to vulnerable groups or have long term conditions

Promotion and prevention across the life course

Know our lives: what helps – or harms – wellbeing and health in Newcastle?

“Do the Race for Life”

“Walk more.”

“Sadly the number of people who smoke and feel it is their right to blow their smoke all over me whilst in town!”

“People being encouraged to take proactive ways for a healthy lifestyle, however, not in a critical way.”

“More community based projects and working in connection with local health providers to provide support and encouragement to all.”

Why we think this is important

It is never too early or late to promote positive wellbeing and good health and prevent the onset or progression of a problem. The complementary activities of promotion and prevention need to take place across the life course with the aim of ensuring wellbeing, health and independence. We need to think about this generically – which we do in this section – and also at specific stages of life – which we do in later sections.

Good wellbeing and health is built on foundations for stability – an income, somewhere to live, freedom from excessive debt, and employment opportunities. Having a coordinated and consistent response to poverty and disadvantage in the city is vital – especially at the time of Government Welfare Reform.

Promotion – the process of enabling people to take control over and improve their wellbeing and health – needs to be a key dimension of all services we provide. It is through this process that people and communities can build wellbeing and health literacy. By wellbeing and health literacy we mean:

“a person’s awareness, knowledge and capacity to absorb information in order to take positive action relating to their wellbeing and health, including understanding their rights, what helps or hinders their wellbeing and health, being able to navigate and access the services and support they need, and, being active participants in taking steps to improve their lives.” (adapted from a working definition used by World Health Organisation)

Depending on the contact, this could range from information giving to brief advice to more formalised interventions or support.

Prevention is concerned with stopping something from happening or making something worse. As partners, we are concerned with preventing many things – such as the onset or progression of a disease, loss of independence, minimising the need for higher cost or crisis interventions, and reducing isolation or exclusion. It is therefore vital that we are effective at identifying vulnerable populations, early case finding and early effective interventions.

The challenge we face

Services are facing challenges due to austerity which provides an economic incentive for financial inclusion, promotion and prevention on top of our concern for the wellbeing and health of people who live, work or learn in Newcastle. Promotion and prevention need investment and we can't always calculate when, how and to whom that investment 'pays off'.

Levels of smoking and alcohol consumption give significant risk to the wellbeing and health of local people – both directly and indirectly through the impact on others. The harm from these behaviours may become evident in the short-term or over longer time periods. Preventative measures, such as good nutrition and physical activity, need to be increased to help reduce the number of people who are overweight or obese, developing some physical and mental illnesses as well as promoting positive wellbeing.

Health behaviours are not purely determined by what a person knows, they reflect the choices available to them and the social 'norms' in the settings where they live, work or learn. Behaviours can be a response to stress which is exacerbated in an economic downturn when people are concerned about jobs and job security.

What we have to build on

Even though services will be reduced, there will still be a significant number of staff and volunteers working directly with people of all ages. Many of these staff and volunteers already work in a way that enables people to take control over and improve their wellbeing and health, building wellbeing and health literacy and supporting financial inclusion and behaviour change – and we need to make this the 'norm'. These individual interventions will be complemented by our commitments outlined already under the earlier Decent Neighbourhoods sections to create a physical infrastructure that helps make the healthy choice the easier choice.

Through service delivery, we have great opportunities to identify people who are vulnerable to poverty, poor wellbeing and health or are at risk of developing physical and mental illnesses and taking these opportunities means we can intervene early. This can happen through every service contact as well as more formalised opportunities such as the Healthy Child Programme, Screening and Health Checks.

Our commitments to shared change

Commitment	Committed to by
<p>Developing the skills, knowledge and ‘tools’ available to front-line staff so that every encounter enhances the ability of people to understand their rights, take control over and improve their wellbeing and health.</p>	
<p>To take a systematic approach to identification of people who are vulnerable to poor wellbeing and health and taking early appropriate intervention</p>	
<p>Jointly explore how our ways of working can be re-configured to place greater emphasis on promotion and prevention.</p>	
<p>Co-ordinating our provision of information and campaigns, underpinned by effective use of social marketing and behaviour change theories.</p> <p>Also Apply a ‘Think Family’ approach to our information and campaigns, making adults aware of how their behaviours affect those of children and young people</p>	
<p>Review, and if necessary, re-design health improvement and support services to ensure they meet current and projected need.</p>	
<p>Continue to re-design services to introduce Active Inclusion Newcastle - a delivery model that brings together services that provide the foundations for stability – an income, somewhere to live, freedom from excessive debt, and employment opportunities</p>	

Safeguarding and protecting across the life course

Why we think this is important

People's wellbeing and health can be harmed by the action (or inaction) of others and by environmental hazards such as infectious diseases, poor housing or emergencies, such as extreme weather.

Everyone has a right to live their lives free from abuse and neglect and everyone can play their part to make sure that this happens. Research tells us that generally the more dependent a person is on the help of others the more vulnerable he or she is likely to be. Public organisations have a duty to safeguard children and vulnerable adults. This entails preventing abuse and neglect as well as promoting good practice for responding to concerns on a multi-agency basis.

Outbreaks of infectious diseases are relatively common. The risk of an outbreak is higher in certain settings (such as prisons, schools, nursing homes) and among some groups (such as injecting drug users, people who are homeless). Action is taken by using any combination of reducing vulnerability (such as through immunisation); controlling the source of the organism (such as better hygiene in a food premises); ceasing exposure (such as withdrawing a food from sale); and, breaking the chain of transmission (such as by isolation of cases in hospital). Responding promptly to outbreaks of an infection or other emergencies is vital to prevent the escalation of a problem and greater harm to wellbeing and health of individuals and the wider community.

The challenge we face

Finding the right balance in relation to the right to life and to a life that is free from cruelty or inhuman degrading treatment and the right to privacy and a family life can be difficult. The challenging economic times can place increasing pressure on families and communities, on occasions increasing the vulnerability of children and adults.

High profile cases such as Winterbourne Review, Mid Staffordshire NHS Foundation Trust Public Enquiry (The Francis Report), and the child sexual exploitation case in Rochdale demonstrate that abuse and neglect is ever present in society and can happen as a result of institutional arrangements/organisational culture. We must learn from these cases with a view to making sure the same or similar harm does not occur in the future. In addition, the move towards self-directed support means that there is a heightened risk of abuse from family members and friends.

Public information and debate is a key part of increasing the acceptability of and the uptake of immunisation – our primary preventative measure against outbreaks. Sometimes 'media scares' cause concern amongst local people reducing the uptake of immunisations so we need to work hard to ensure that accurate and up to date

information is readily available. It is particularly important that we promote uptake of immunisations and screening amongst vulnerable people in poorer communities.

We are working hard to make sure our local multi-agency arrangements are not weakened at this time of organisational changes with new roles and responsibilities.

What we have to build on

We have long established and effective Safeguarding Children and Safeguarding Adults Boards who co-ordinate and ensure the effectiveness of the work that each partner agency does in order to safeguard and promote the welfare of children and vulnerable adults. Many partner agencies in Newcastle have dedicated capacity/roles for safeguarding adults and children, which support the work of the multi-agency partnerships. Over the last three years, over 11,000 staff and volunteers have completed multi-agency safeguarding training and even more have been involved in e-learning or in-house training – all helping to ensure that people know how to respond appropriately to concerns of abuse or neglect.

Know our lives: what does safeguarding mean to you?

“I wasn’t sure what to expect at first but in the end I found it useful. I feel safe and feel like I have someone to rely on. I am happier now and can trust people. There isn’t any gossip any more.”

Under the former organisational arrangements, we have had robust structures and systems that have been well-placed to take a whole systems response to managing incidents. We are keen to build on this and the experience of our staff, improving it further as the new organisational roles and responsibilities are established.

Our commitments to shared change

Commitment	Committed to by
<p>To work through our colleagues participating in the Safeguarding Children and Safeguarding Adults Boards to:</p> <ul style="list-style-type: none">○ Review multi-agency policies and procedures in the context of upcoming legislation (Care and Support Bill) and national guidance review (Working together)○ Use the Winterbourne Review and the Francis	

<p>Report as an opportunity to ensure local policy, commissioning and management practices do not result in institutionalised abuse</p> <ul style="list-style-type: none"> ○ Become more effective at identifying, assessing and supporting children and young people whose wellbeing and health is more at risk because they are exposed to, or living in homes where: <ul style="list-style-type: none"> • adults have substance misuse problems, mental health problems or offending behaviour • there is domestic violence or sexual exploitation 	
<p>Ensure arrangements are in place locally, as part of regional arrangements, to</p> <ul style="list-style-type: none"> • plan for • effectively respond to <p>major incidents (such as infectious outbreaks and emergencies) taking into account new organisational landscape and changed roles and responsibilities.</p>	
<p>Maintain and improve high levels immunisations and screening with a particular focus on addressing inequalities in uptake and addressing these through collaborative working.</p>	
<p>Work together to critically analyse and review information about infections acquired in health and care settings in order to minimise levels of infections</p>	
<p>Take every opportunity to capture lessons learned from incidents in order to improve longer-term health protection, health improvement and safeguarding interventions for vulnerable groups.</p>	

Services that enable a good start in life

Know our lives: what helps wellbeing and health in Newcastle?

“Sure Start group Good Midwife / Health Visitor services”

“Specialist NHS services, e.g. Children’s Heart Unit, A&E”

Why we think this is important

Getting a good start in life is vital – it lays a foundation for your wellbeing and health throughout life. Good early development is associated with later educational success, income and better wellbeing and health throughout life. On average, the worse-off your parents, the poorer your early development – resulting in a social gradient that continues from one generation to the next. This is a cycle we want to break. In addition, children and young people learn from the adults around them – the more they are exposed to unhealthy lifestyles, the more likely they are to adopt them too.

The challenge we face

In Newcastle, we have a high number of children under the care of the local authority or on the child protection register. The reasons behind this are predominantly parental drug or alcohol use, parents with poor mental health or domestic violence in the home. It is important for us to address these underpinning problems by focussing interventions on parents and families and not just the children themselves. Other children who have poorer development and educational attainment are those living in poverty and those born to teenage parents. As a result there is a social gradient in both early child development and educational attainment in the city.

What we have to build on

We have good partnerships between council, health services, schools and the community and voluntary sector who work together in a ‘Think Family’ approach providing parenting initiatives and family support services.

We will soon have increased capacity and a new role for health visitors and schools nurses. We are also introducing new Family Nurse Partnerships to support pregnant teenagers.

Many young people do well at school – 55.6% of girls and 49.9% of boys achieve 5 or more A*-C GCSEs (including both English and Maths).

Our commitments to shared change

Commitment	Committed to by
Create better and more extensive information sharing around children and families to enable agencies to come together in a more joined up approach to early intervention and prevention.	
Set up a Multi-Agency Service Hub for initial contact, screening and assessment of needs in order to match children and families with the appropriate response to their needs.	

Services that enable young people to move into adulthood

Why we think this is important

Moving into adulthood is difficult at the best of times - it results in a number of changes in the young person's life as they begin to make decisions about their future, such as leaving school and undertaking full time education, getting a job, leaving their childhood home and living independently.

But if you have been a vulnerable young person who has needed the support of services it is even more difficult. You and your family often have to navigate a whole new set of services, with different eligibility criteria and a different way of working. It is a point in time when you are at risk of becoming an even more vulnerable young adult.

The challenge we face

Many of the structural differences are imposed on us through different government departments and funding streams which means that services are based on age-criteria, rather than the person and the needs that they have.

Furthermore, even when services are not age-specific, children and young people feel uncomfortable accessing services they perceive as 'adult' oriented.

What we have to build on

We have undertaken work to understand which groups of young people have particular difficulties as they move into adulthood. The groups we have found to be most vulnerable are:

- Young people who are looked after;
- Young people with complex health needs or a disability;
- Young people with drug and alcohol problems;
- Young people with mental health problems;
- Young offenders and those at risk of offending;
- Young carers
- Young people with multiple vulnerabilities

We have already carried out work to strengthen transition arrangements for these groups and our understanding and experience has helped inform our future commitments.

Our commitments to shared change

Commitment	Committed to by
Introduce ways of working to assess the resilience of young people, especially those who are vulnerable, in order to identify risks to their wellbeing as they move into adulthood. Ensure that an appropriate multi-agency response is in place which assists in meeting their needs	

Services that enable those at risk of unemployment or already not in employment to develop their skills, get a job and maintain good wellbeing and health

Why we think this is important

Having a job is better for your wellbeing and health than not having one. Sometimes the skills people developed in school do not match the jobs available. This can also be the case when people are made unemployed later in life. Finding work can therefore be difficult – this impacts on your sense of purpose and self-esteem and can affect your wellbeing and health. People in poor health also find it difficult to get and keep a job, exacerbating the cycle.

The challenge we face

We need to encourage investment in skills and support people to prepare for the jobs of the future throughout education, training and apprenticeships and through ongoing development in the workplace.

What we have to build on

Newcastle City Council's plan 'Newcastle –a working city: promoting opportunity in tough times' includes actions around improving the system to support those who are out of work. It also commits to a strategic approach to skills development for Newcastle and the North East which responds to the demands of business and helps people prepare for the jobs of the future.

Our commitments to shared change

Commitment	Committed to by
Improving the coordination of apprenticeships across the city and increase apprenticeship opportunities amongst local small businesses.	
Conduct a 'whole system' review of the support provided to people who find it difficult to get work and use the review to inform future decisions about the way we manage and organise those services.	

<p>Make sure pathways are in place for those out of work or at risk of being out of work to easily access help for physical or mental health needs (e.g. psychological therapies).</p>	
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Services that maximise the wellbeing of people who belong to vulnerable groups or have long term conditions

Why we think this is important

It is never too late to promote positive wellbeing and good health and prevent further progression of an illness – this isn't only good for the person, prevention saves money at any age. People who are more involved in managing their own conditions generally have better wellbeing, self-esteem and health outcomes. At the moment, some people need urgent, unplanned or costly care that could be avoided with easier to access services, better support planning and more integrated working.

The challenge we face

The volume of people who require our support is high and with an ageing population we can expect that it will get higher. We need to maintain the high quality of our services, make them more cost-effective and organise them so they create the best possible recovery and quality of life for the people who need them.

What we have to build on

We already have high quality health care and social care in the city as well as a range of voluntary and community sector organisations who provide support to some of the most vulnerable people.

We have been looking at ways in which people known to services, such as GPs or social care, can be supported to connect to and participate in the groups, clubs and networks in their communities. We are building better access to information about these opportunities and prompting GPs to use 'social prescribing' more often.

We have experience of achieving better integration through planning and delivering change together.

Our commitments to shared change

Commitment	Committed to by
Take a whole system approach to changing services that are used by older people with potential or actual complex health and/or social care needs so that we:	

<ul style="list-style-type: none"> • intervene early to offer appropriate interventions • maintain independence and promote recovery • improve quality of life <p>Elements of this programme will be confirmed but are likely to include:</p> <ul style="list-style-type: none"> • putting systems and procedures into place so that people are actively supported to connect to, and participate in, groups, clubs and networks in their local communities • improving early identification of long-term conditions • improving the quality of life of people who live in residential care • using assistive technology as an enabler 	
<p>Take a whole system approach to improving services that are used by adults with a mental health problem so that we:</p> <ul style="list-style-type: none"> • intervene early to offer appropriate interventions • maintain independence and promote recovery • improve quality of life <p>Elements of this programme will be confirmed</p>	<p>(work with Gateshead)</p>
<p>Take a whole system approach to improving services that are used by adults with complex needs (for example those arising from a combination of drug or alcohol misuse; homelessness; offending behaviour; poor mental health) so that we:</p> <ul style="list-style-type: none"> • intervene early to offer appropriate interventions • maintain independence and promote recovery • improve quality of life <p>Elements of this programme will be confirmed</p>	

Part Three: Our work to improve our capacity to work with each other, with other partners, and with the people of Newcastle, to improve wellbeing and health

Why we think this is important

Improving our capacity to make a difference is all about us becoming fit for purpose.

This doesn't just come through formal structures or governance, it comes through the quality of the relationships we have with each other and the way that we work to get things done. It is about us working better across organisational and professional boundaries to bring our varied perspectives and resources to understand, and work to improve, complex situations – learning with and from each other as we go. Reflecting on how we work to make change happen is as important as understanding the change we are trying to make. This matters at the 'front-line', amongst 'operational managers' and when we come together to think strategically and form policy.

Not only do we need to work well together in the city, we also need to work with others on a regional, national and international basis. We can learn with, and from, others working on the same issues as ourselves and also take action with them to create wider social change.

The challenge we face

At a time of service reductions, it would be easy for us to focus on the future 'wellbeing' of our own organisations, rather than the wellbeing and health of the people of the city we serve.

What we have to build on

As a Wellbeing for Life Board, we have got off to a good start. We haven't just come to the table because we have to – we've come because we want to make a difference. In addition, Newcastle City Council and the four NHS partners on the Wellbeing for Life Board have put their relationship on a more formal footing through the agreement of a Concordat which outlines how they will work together for the people of the city. We are also in the process of creating a new Compact between public sector organisations and the voluntary and community sector.

We have already agreed to develop the Newcastle Future Needs Assessment together as our single approach to policy making and service planning and have established an NFNA Development Group to do this work. Already we have a

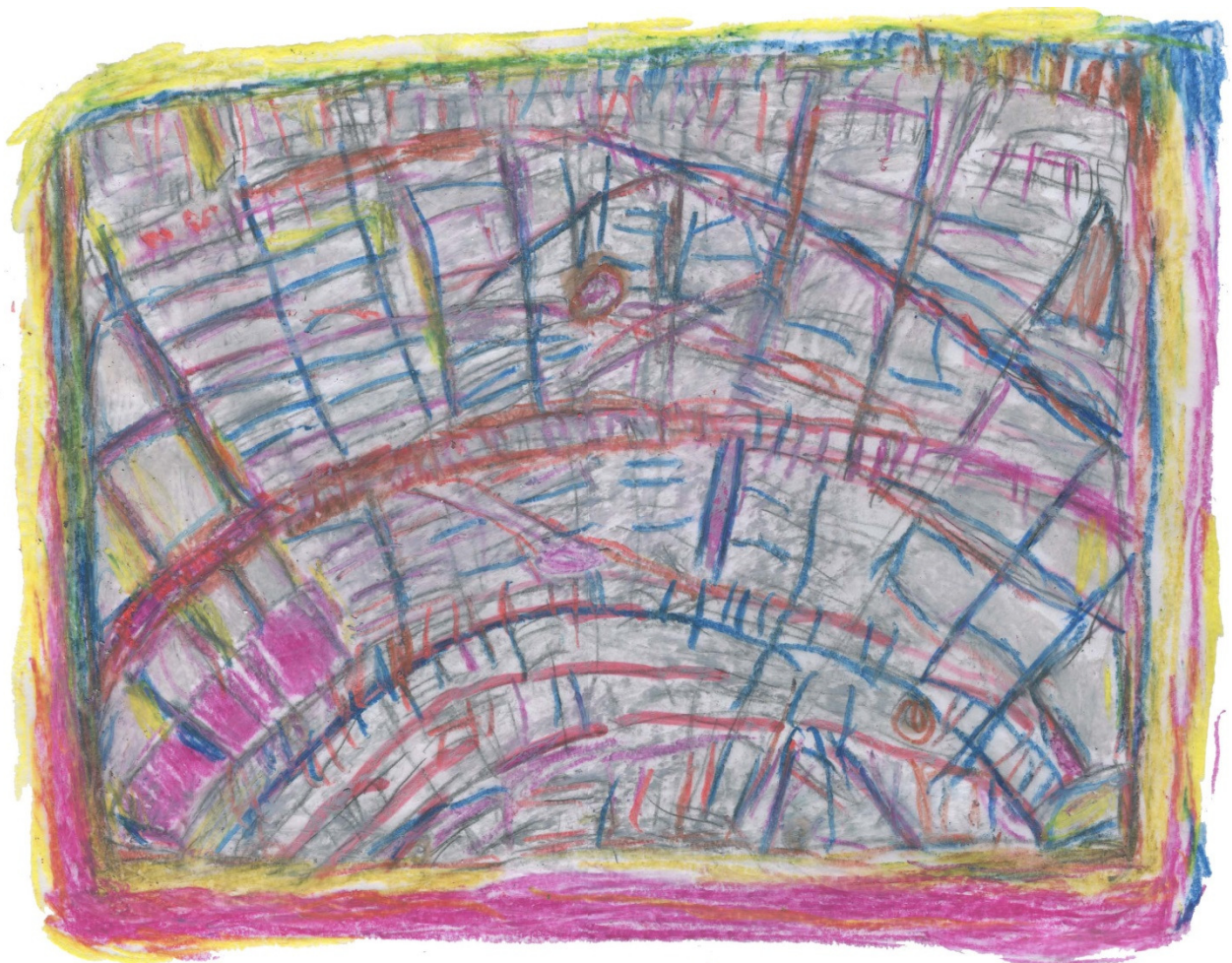
shared resource in the form of 'Know your city: A profile of Newcastle's people' and further developments are underway.

Our commitments to shared change

Commitment	Committed to by
<p>Continue to develop the NFNA as our single approach to policy making and service planning incorporating:</p> <ul style="list-style-type: none"> ○ Drawing on data sources to present information in a suite of profile documents ○ Using meetings and events to interpret information and also draw on the experience and tacit knowledge of people from organisations as well as people from the community to make judgements about what is important. ○ Introducing a way of assessing the potential negative and positive impact of proposed policy or service interventions 	
<p>Develop more effective ways of sharing information at both an 'individual' level to help with integrated provision and at an 'aggregate' level to help with service planning and policy making.</p>	
<p>Develop a framework of measurement so that we can evaluate the extent to which our work together is making a difference, drawing on both national outcome frameworks and lessons from those who are developing frameworks for measuring the multiple dimensions of wellbeing.</p>	
<p>Learn how to put into practice the recommendations of our Fairness Commission especially the concept of progressive universalism (taking actions, in a way that everyone can benefit but those with less access to money, power and resources can benefit proportionately more right across the social gradient) so that we do not inadvertently worsen inequalities as a result of what we do</p>	
<p>Embed asset based and wellbeing and health improving practices across all our work areas and at a 'strategic' level as well as the front-line</p>	

<p>Ensure we draw on the evidence-base of what works. But also be prepared to pioneer new ways of working and use these experiences to add to the evidence-base. This requires us to apply rigour to evaluation, rather than purely monitoring performance.</p>	
<p>Build ways of working towards a cooperative model of commissioning, including aligning or joining up our budgets where appropriate.</p>	
<p>Adopt new ways of coming together – with participative, task focussed, working - rather than a representative, structural model of partnership</p>	

And, finally, we will make sure we take the time to celebrate progress together



I like to visit the Grainger Market, I like the roof, I like building that look like this.