

The Newcastle Wellbeing and Health Partnership exists to enable organisations in Newcastle to work together to improve the wellbeing of adults in the city.

In working together,

- We create groups – which are made up of people from the partner organisations
- We give the groups a task to do – which often involves them writing and/or delivering a strategy or a plan
- We work out ways of identifying and communicating what the groups are doing and what we are achieving

With all the activity going on, it is sometimes hard to get to grips with it and get a sense of how it all fits together.

This document takes you through:

- The purpose of the partnership
- Our work to plan and review progress together, including our existing strategies and plans
- Wellbeing and the rest of the Newcastle Partnership
- Our current governance structures

# The purpose of the Wellbeing and Health Partnership

The Wellbeing and Health Partnership is about organisations working together.

Statutory organisations who are involved include:

- Newcastle City Council
- Newcastle Primary Care Trust, including NHS North of Tyne and Community Health
- Newcastle upon Tyne Hospitals NHS Foundation Trust
- Northumberland, Tyne and Wear NHS Trust

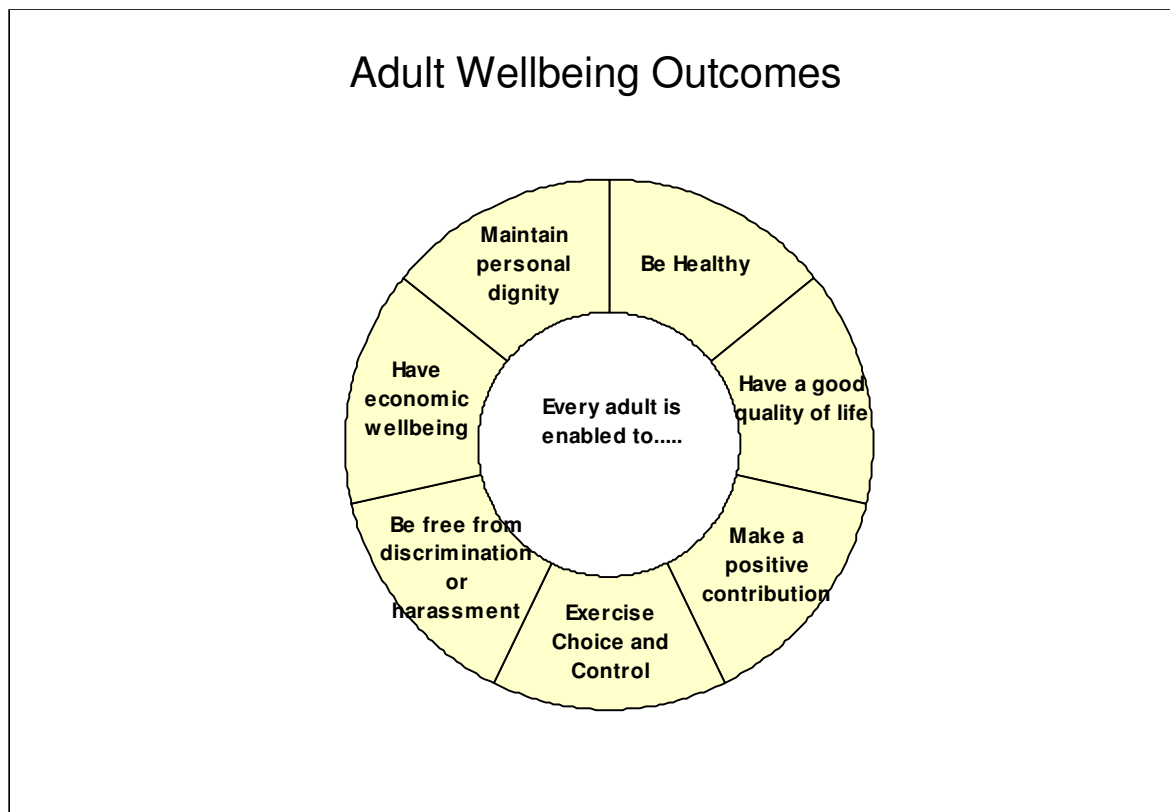
Voluntary organisations and community groups are also involved both as a sector (with representatives supported by Newcastle Council for Voluntary Service) and as individual organisations getting involved with particular pieces of work.

If you are from a voluntary organisation or community group and want to keep up to date about the partnership and how to get involved, please contact:

Roger Mould at Newcastle Council for Voluntary Service (NCVS)

Telephone: 0191 232 7445

Email: [roger.mould@cvsnewcastle.org.uk](mailto:roger.mould@cvsnewcastle.org.uk)



We are here to ensure every adult is enabled to have wellbeing – there are seven outcomes for adults that constitute wellbeing. These are separate elements of a ‘whole’ and are interdependent.

These were originally published by the Department of Health in “Our health, our care, our say”. We re-worded them slightly to use within Newcastle’s Sustainable Communities Strategy (SCS) published by the Newcastle Partnership.

The SCS lists some further objectives in respect of each of the outcomes. You can see these summarised on page 41 of the SCS which is available on the Newcastle Partnership website - [www.newcastlepartnership.org.uk](http://www.newcastlepartnership.org.uk)

The Outcomes (in their original wording) are particularly important to Newcastle City Council and NHS because they will form the basis for Care Quality Commission (CQC) inspection of adult health and social care services.

## **World Health Organisation Phase V European Healthy City Network**

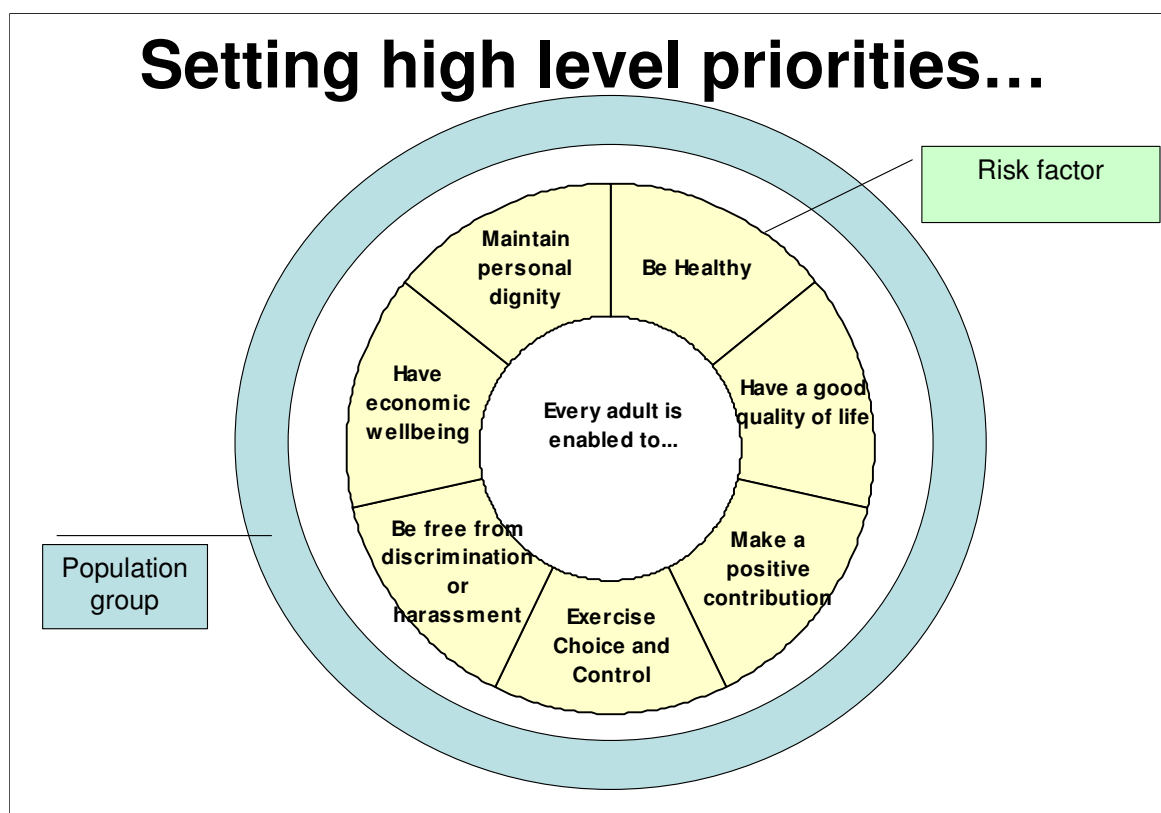
- Overarching Theme: “Health and Health Equity in all local policies”
- Core Theme 1: Caring and Supportive Environments
- Core Theme 2: Healthy Living
- Core Theme 3: Healthy Urban environment and design

The Wellbeing and Health Partnership also provides the leadership, governance and coordination for Newcastle’s participation in WHO Phase V European Healthy City Network. Newcastle has applied to be a Designated Healthy City, in order to do this the Council had to agree to the Phase V Overarching Theme and three Core Themes. We are waiting to hear if we have been successful in becoming a Designated Healthy City.

Being part of the WHO Healthy City Programme provides us with additional momentum and the opportunity to learn from and contribute to UK and European networks. We can build the learning into the work we are doing to achieve outcomes for the people of Newcastle.

# Planning together

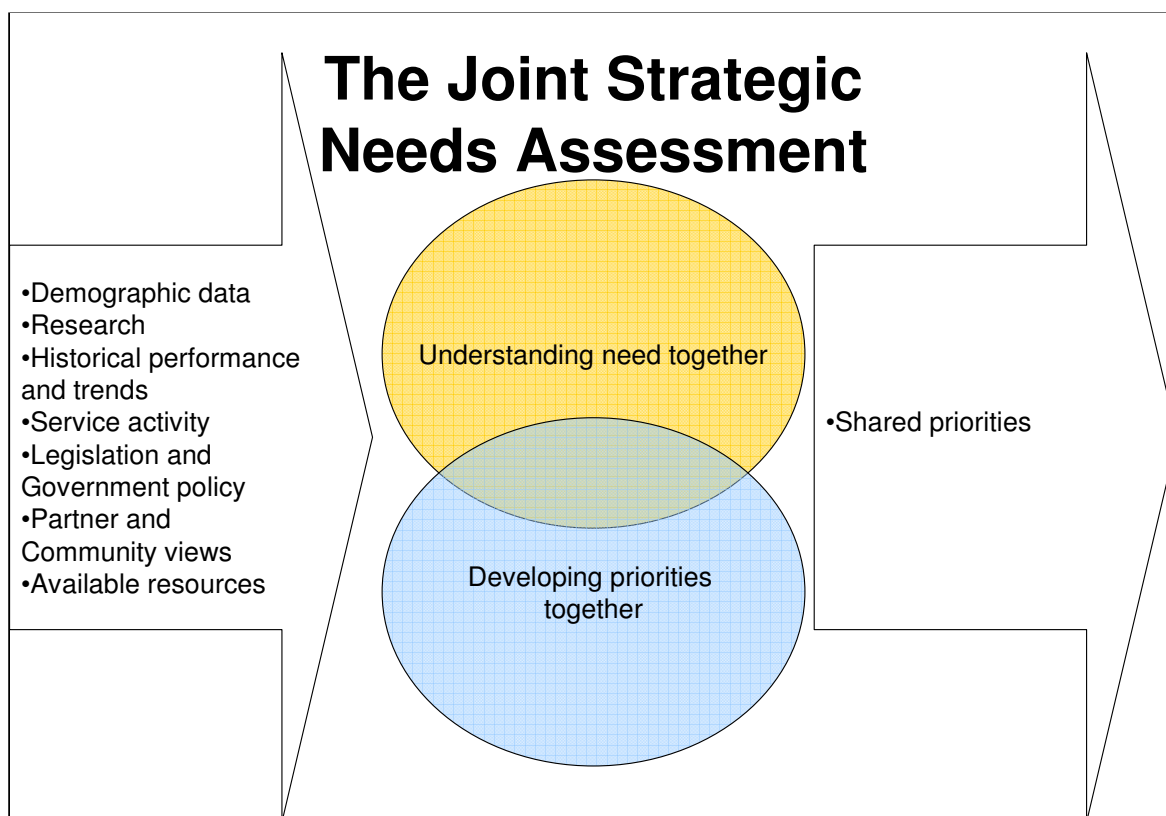
In order to achieve our purpose, we have to work together to plan what we need to do.



In order to get started, we identify a particular priority that requires strategic working. This could be:

- Identifying a risk factor that affects the wellbeing of the whole population in relation to one outcome, such as smoking or sexual health
- Identifying a population group that may have needs in relation to most or all of the outcomes, such as older people or people with disabilities.

The decisions about which risk factors and population groups to focus on need to be based on a thorough understanding of the actual and potential wellbeing and health inequalities in the City as well as the legislative and policy context and resource availability. This is part of our Joint Strategic Needs Assessment (JSNA)



For each high level priority we identify, we have to do further work to understand need and the particular priorities in that area. This is also part of our Joint Strategic Needs Assessment.

In April 2008 it became a statutory requirement for Newcastle City Council and Newcastle Primary Care Trust to work with each other and with other partners to write and update a JSNA. The JSNA is a joint evidence base and provides our current understanding of the wellbeing needs of people in Newcastle. It covers all age groups so it is being developed jointly with Children's Trust.

Many of our current strategies and plans were written before the introduction of the JSNA requirement. But in the future, the JSNA will be the basis of decisions and will inform priorities in strategies and plans. This means it is a vital part of the future of the way we work.

We decided to develop the JSNA as a website, rather than a document, so that we can keep it alive and up to date and so it is more accessible. The JSNA is at [www.newcastlejsna.org.uk](http://www.newcastlejsna.org.uk)

## JSNA structure

- Lifestyle factors
- Social factors
- Vulnerable groups of adults
- Vulnerable groups of children and young people

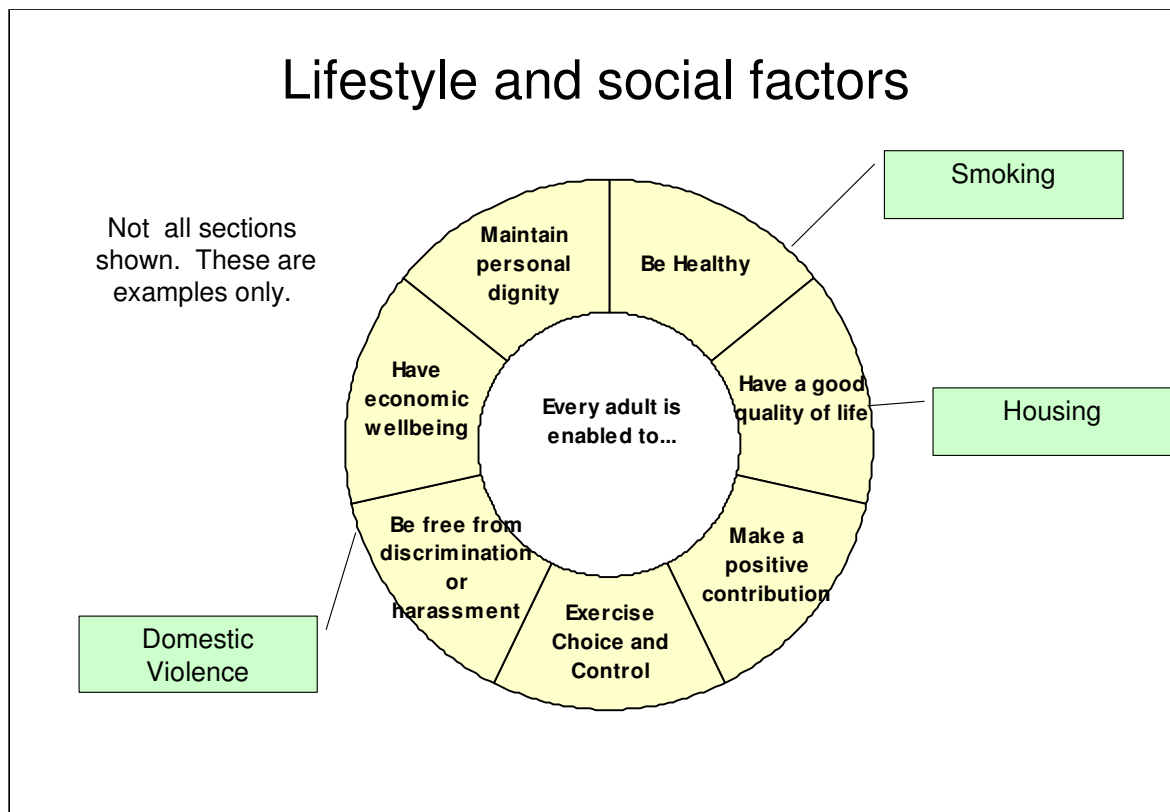
When we developed the JSNA we decided on a number of sections which each take a different perspective of the wellbeing of the people of Newcastle.

There are sections on lifestyle factors that influence wellbeing such as smoking, alcohol use, and obesity.

There are sections on social factors that influence wellbeing such as housing, domestic violence, and transport and access.

There are sections on vulnerable groups of adults such as older people, people with learning disability, and carers.

There are also sections on vulnerable groups of children and young people developed by the Children's Trust.

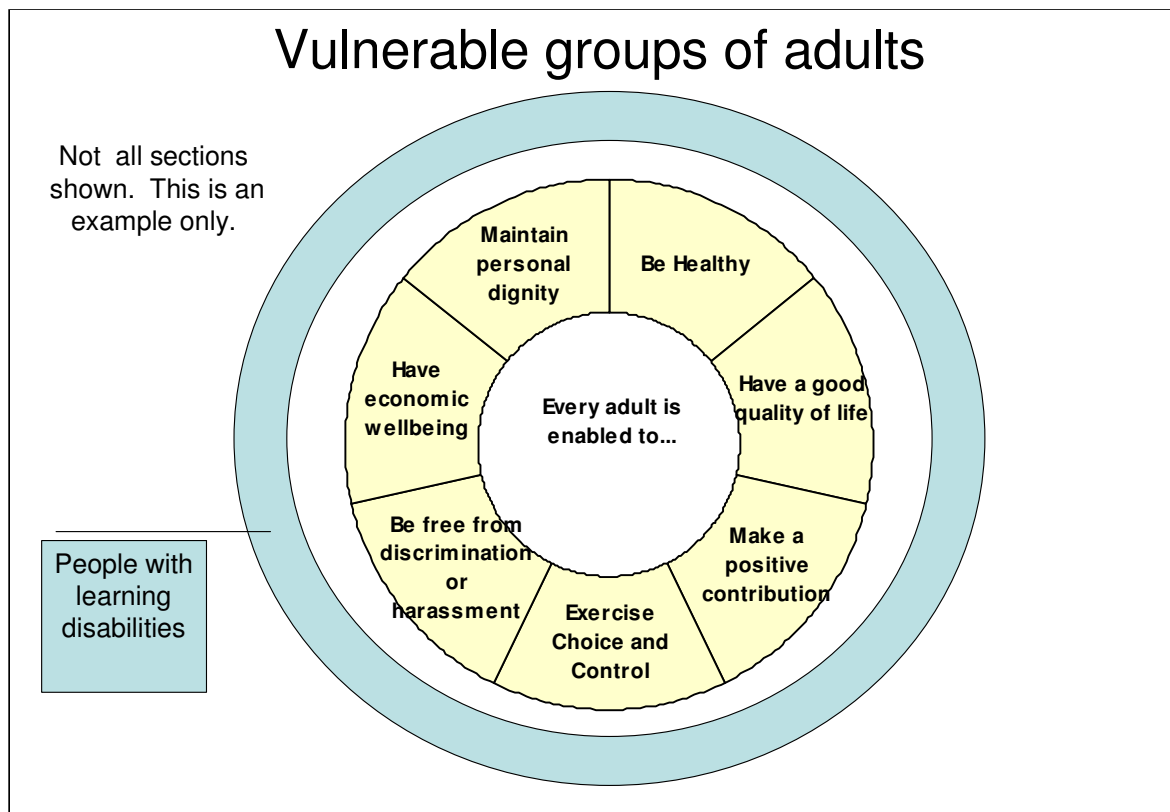


It is also possible to think of the sections of the JSNA in relation to the Adult Wellbeing Outcomes.

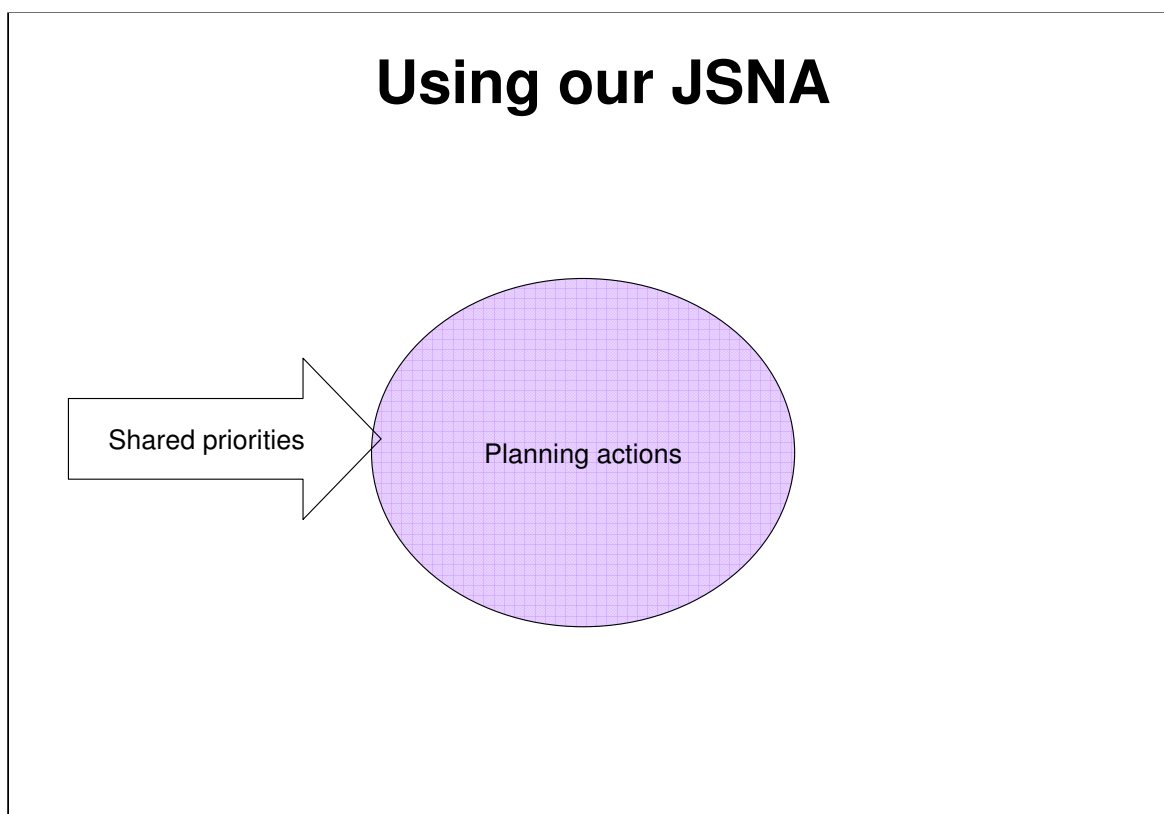
The Lifestyle Factors and Social Factors of the JSNA are like spokes. They radiate from an Outcome.

They are topic-based and cover the whole population.

(Many of the topic-based sections have been developed jointly with the Children's Trust so include all age-groups.)



The sections of the JSNA to do with vulnerable groups of adults are like tyres. They wrap-around all the Outcomes and intend to consider all wellbeing needs of the relevant target group.



Once we have agreed our priorities, we then have to plan what we are going to address them.

Delivering a Priority may require one organisation only or two or more partner organisations working together. If it involves more than one organisation then we need to make sure appropriate project or working groups are established.

Some priorities will be delivered through “operations” i.e. delivering interventions with services as they currently are.

Other priorities will be delivered through making changes or improvements. For example:

- Reviewing/changing an individual service or group of services
- Developing a new service
- Piloting a new idea
- Introducing arrangements for better service integration
- Building resources and building knowledge
- Improving business processes or ‘back office’ systems

Depending on the nature of the priority, this work may need to be delivered by those with commissioning responsibilities and are included in relevant Commissioning Strategies.

## Ongoing JSNA improvements

- make sure current content is kept up to date
- build in additional information, including the views of the people of Newcastle
- Make sure we can use the information to understand health and wellbeing in particular parts of the city
- relate the content more directly to Adult Wellbeing Outcomes and/or to Every Child Matters Outcomes as appropriate
- ensure consistency when different sections discuss similar issues

The JSNA website went live in February 2009; most sections were developed in late 2008.

This is the first version and we see lots of opportunities to develop it further so that it is the primary tool for informing our strategies and plans in the future. We need to make sure it fully incorporates all areas of wellbeing and health inequalities including considerations of age, disability, ethnicity, sexual orientation, gender and transgender, and religion/belief.

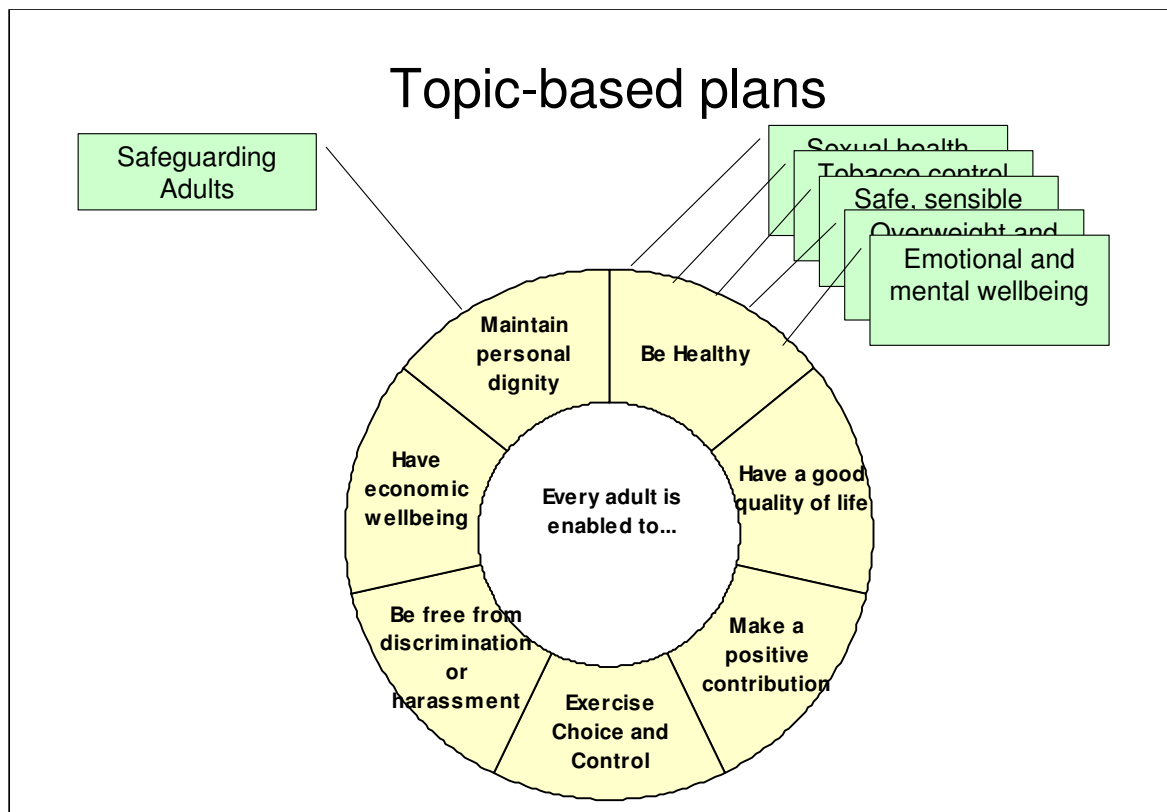
We also need to continue to demonstrate that the JSNA informs all relevant decision-making and planning processes, for example the determination of commissioning priorities and the development of action plans.

## Our current written strategies and plans

Newcastle Wellbeing and Health Partnership is the 'owner' of a number of partnership strategies and plans focussing on different aspects of wellbeing\*. As mentioned before, some of the strategy documents pre-date our JSNA but where they do ongoing action planning builds on the priorities from the relevant JSNA section.

These can be looked at alongside the Adult Wellbeing Outcomes.

\* Individual partner organisations also have important strategies and plans that demonstrate the work they are doing to contribute to the priorities we have jointly identified. For example, the Strategic Plan and Annual Operating Plan developed by NHS North of Tyne on behalf of Newcastle Primary Care Trust; and the Commissioning Strategies developed by Adult and Culture Services Directorate, Newcastle City Council.



Some of our plans are like spokes. They radiate from an Outcome.

They are topic-based and cover the whole adult population. Many of the topic-based plans have been developed jointly with the Children and Young People Strategic Partnership so include all age-groups.

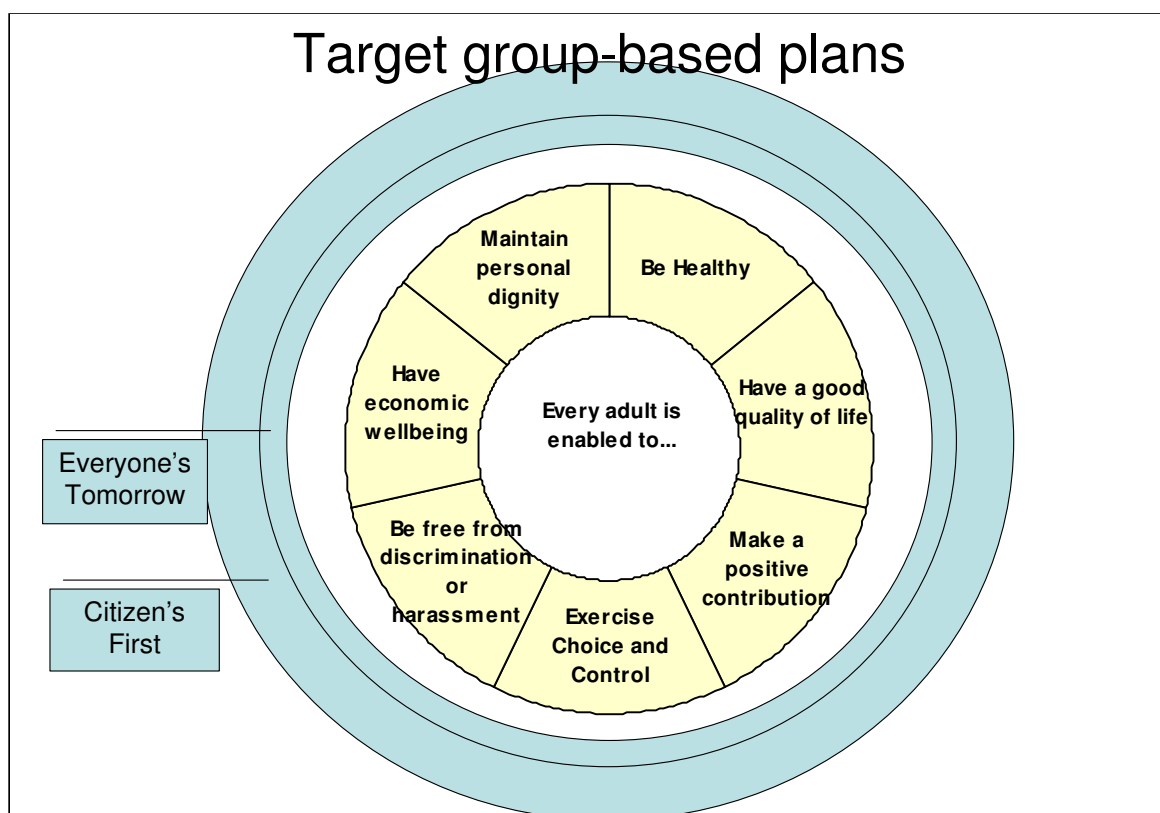
This is the list of our current topic-based plans:

**Outcome: Be Healthy**

- Health Improvement Strategy, which in turn has led to:
  - Sexual health strategy and action plan
  - Overweight and obesity strategy and action plan
  - Emotional and mental wellbeing action plan
  - Safe, sensible and social: an alcohol harm reduction strategy for Newcastle
  - Tobacco control strategy

**Outcome: Maintain personal dignity**

- Safeguarding Adults business plan

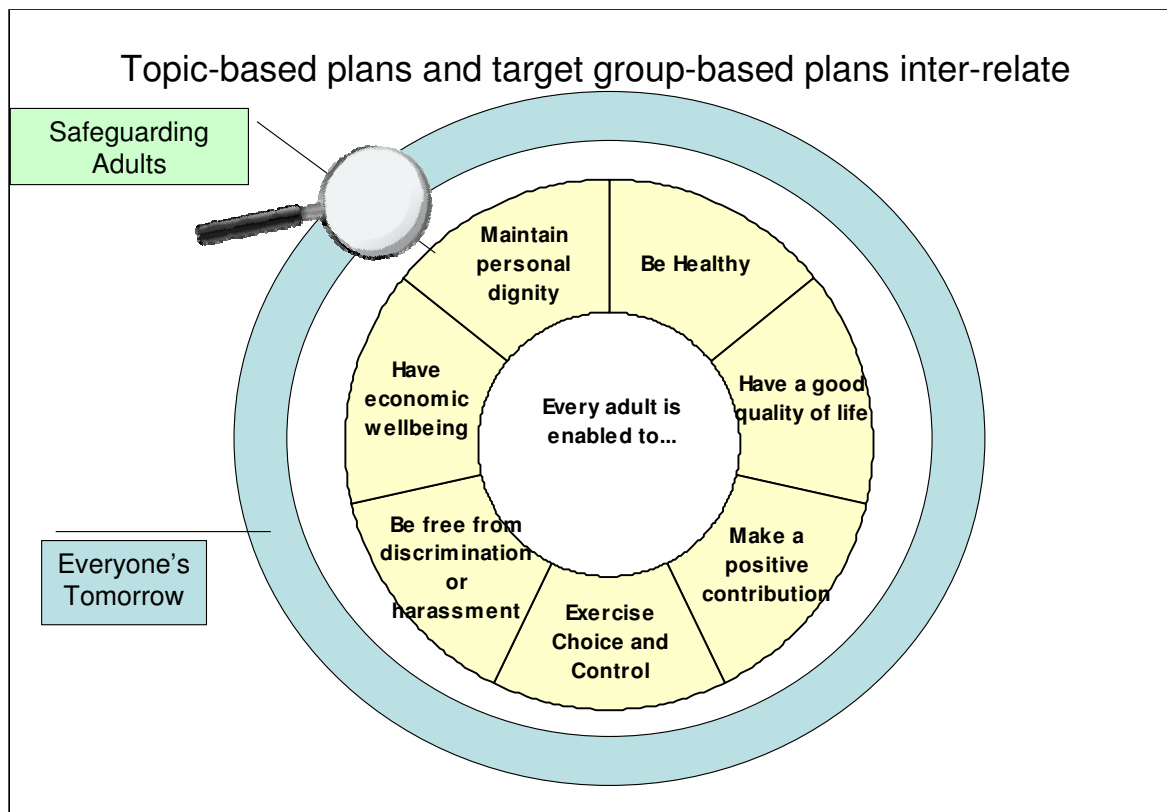


Other plans are like tyres. They wrap-around all the Outcomes.

They are based around the particular needs of a vulnerable group of adults and outline the actions we will take to meet the wellbeing needs in relation to all of the Outcomes.

This is the list of our current target group-based plans:

- Everyone's Tomorrow: Newcastle's strategy for older people and an ageing population.
- Citizen's First. (a strategy addressing the wellbeing needs of adults with learning disability in line with Valuing People).



Topic-based plans and target group-based plans inter-relate.

For example, both Everyone's Tomorrow and Safeguarding Adults will be concerned with the abuse of older people.

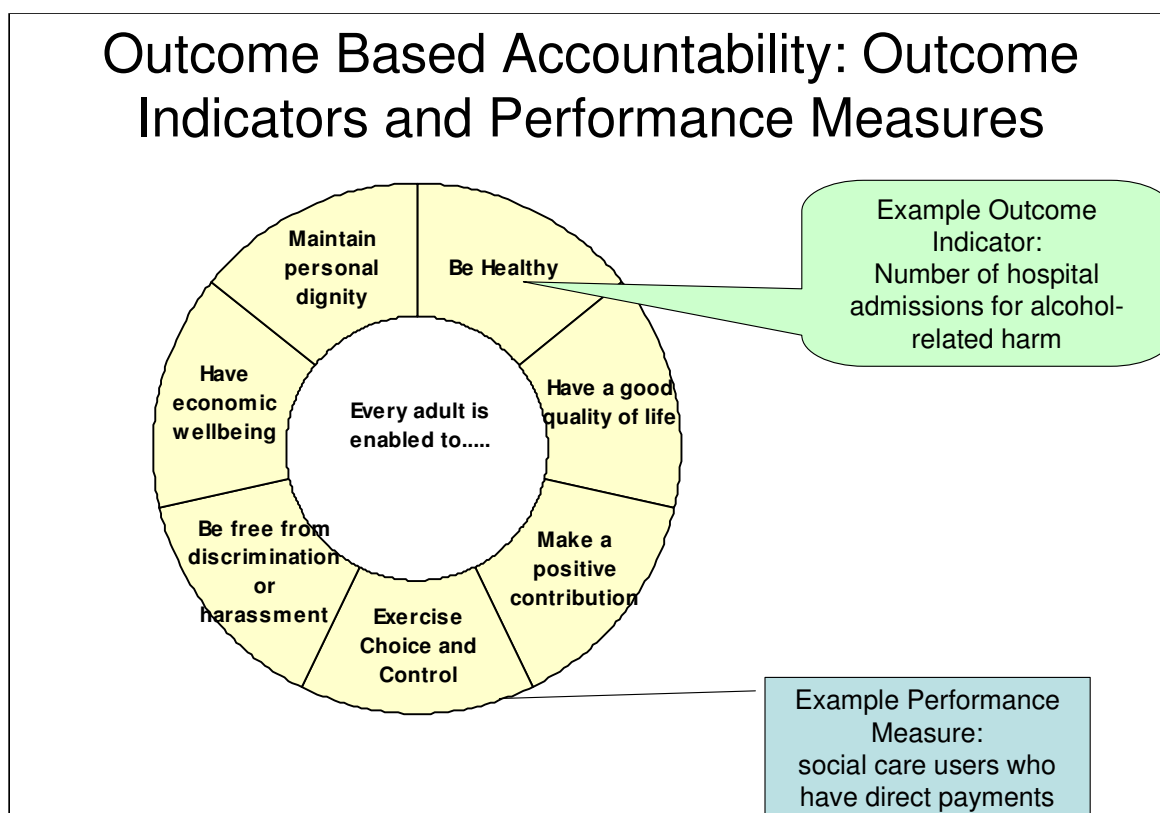
We have to make sure we are aware of these points of intersection so that we can manage the overlap productively.

## The way we understand and communicate progress

“Performance management” is the way in which we determine if our current activities are effective. It is also a way in which we find out about and communicate our achievements to others.

A main influence on performance management is the Local Area Agreement (LAA). This is an agreement between Newcastle Partnership and the government and outlines targets around some key priorities.

The measures in the LAA are not in themselves sufficient for us to measure progress so we will be building the range of measures we use. To do that we will use the framework of the Outcome Based Accountability model.



The Outcome Based Accountability model distinguishes between Outcome Indicators and Performance Measures.

We can look at achievement by using:

- **Outcome Indicators** which give us insight into where we currently are in respect of an outcome or a combination of outcomes. These are measures at a population level. Good progress is the resulting impact of a range of services and projects working in partnership. No single programme, service or project is accountable for, or in control of, change.

We look at services by using:

- **Performance measures** which demonstrate the contribution of a particular programme, service or project. Performance measures could relate to How much?; How well?; Is anyone better off? (also known as Customer Outcomes). The relevant programme, service or project is accountable for service activity and improvement.

Though not a formal part of the Outcome Based Accountability model, we also look at progress against milestones in action plans that relate to changes and improvements. We usually use **Traffic Lights** or **Faces** 😊😐😞 for this.

The measures we use for Outcome Indicators and Performance Measures are also useful information for our Joint Strategic Needs Assessment.

## Wellbeing & the rest of the Newcastle Partnership

It is easy to get tempted into thinking that the Wellbeing and Health Partnership should be developing more plans to cover gaps in both topic-based plans and target group-based plans, particularly where we have sections in the JSNA that demonstrate need.

But before we do, it is worth casting our net wider and looking at the work of the rest of the Newcastle Partnership (Newcastle's Local Strategic Partnership (LSP)).

In doing so, we can see that everyone's work can be interpreted through the lens of the Adult Wellbeing Outcomes and the associated objectives in the Sustainable Communities Strategy (SCS).

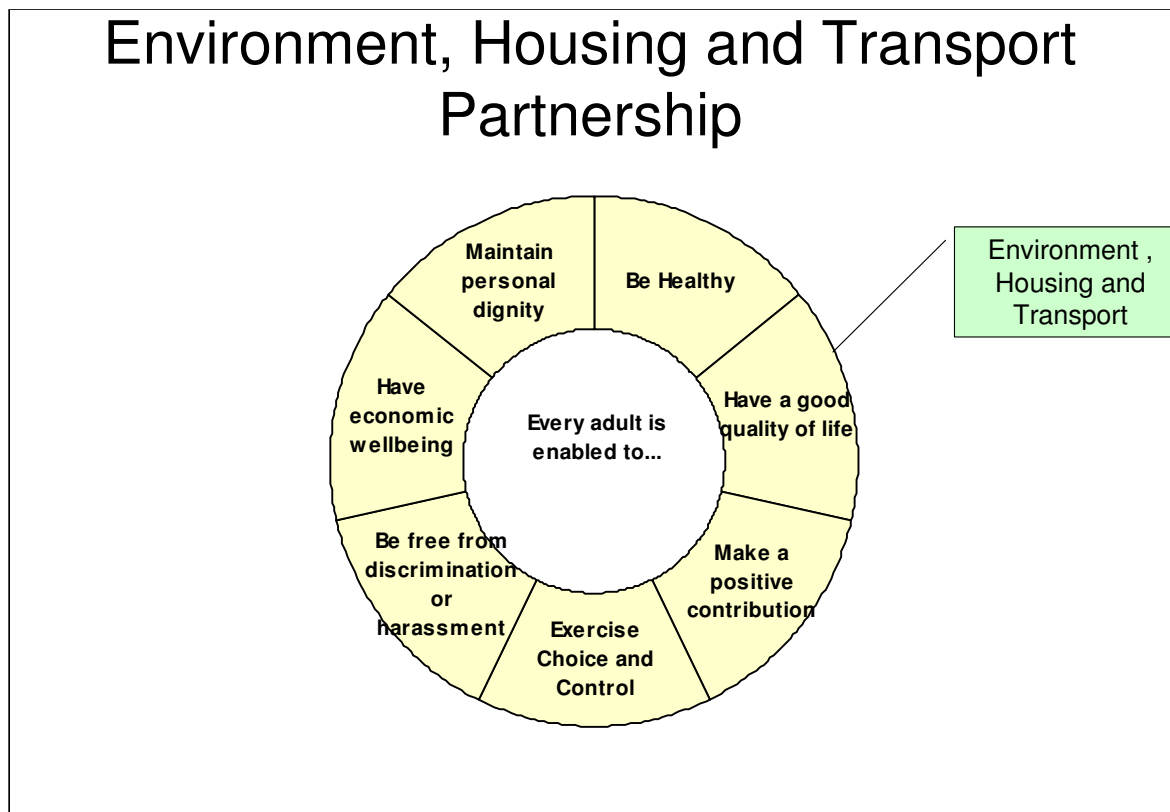
It is therefore important that we liaise and work with these other partnerships.



The success of Safe Newcastle is vital to achieving some or all of the SCS\* objectives relating to the “Have a good quality of life” and “Be free from discrimination or harassment” outcomes.

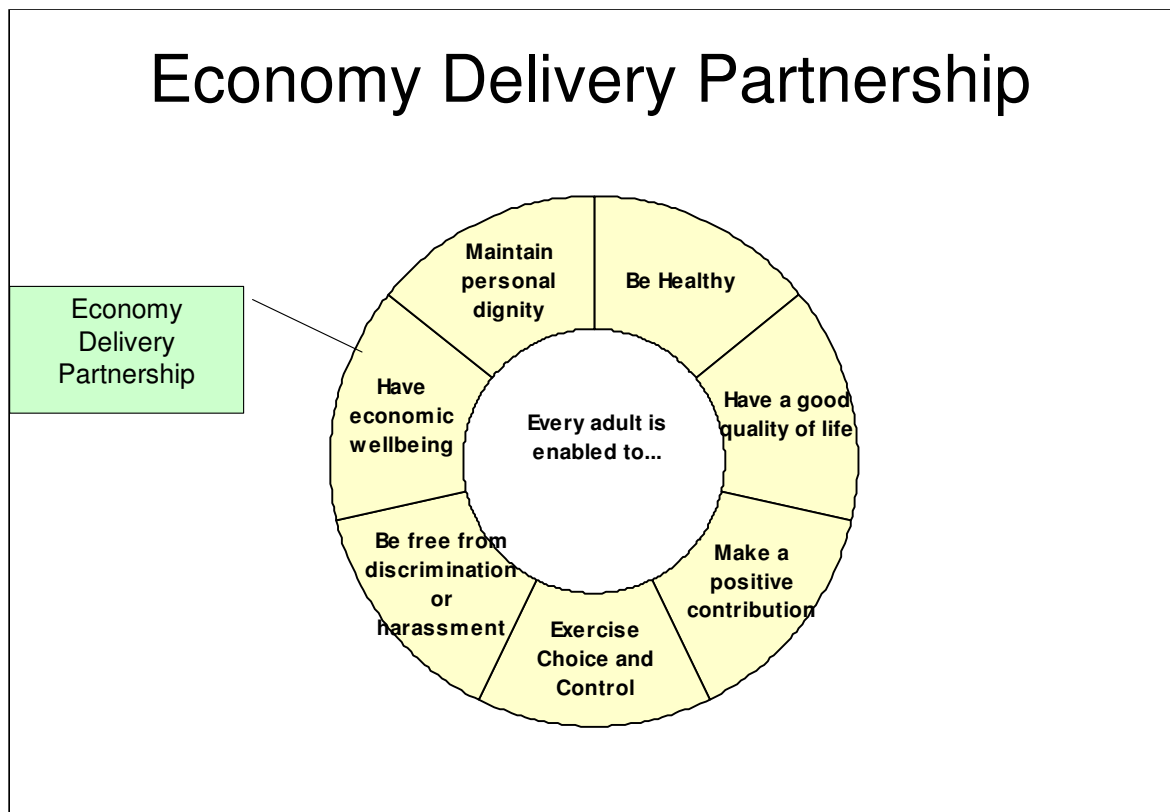
In addition, as the drugs partnership for Newcastle, Safe Newcastle has the responsibility for improving wellbeing of adult drug users.

\*SCS = Sustainable Communities Strategy



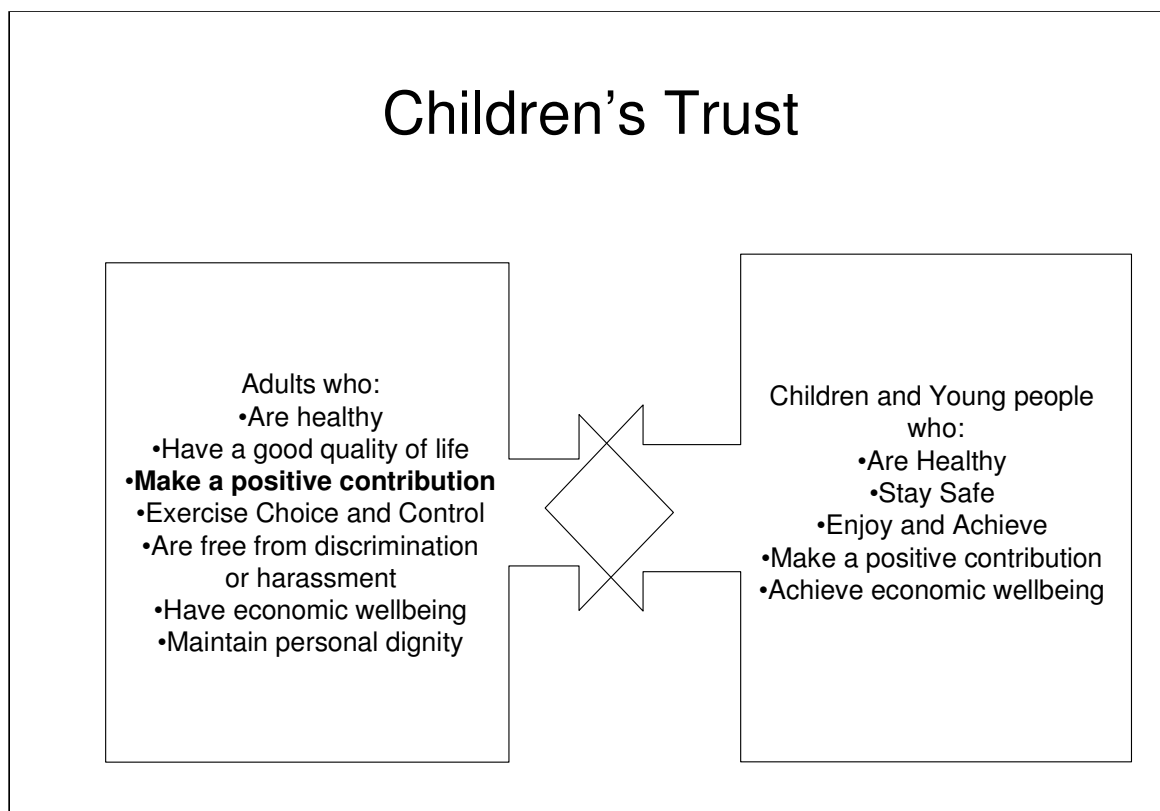
The success of the Environment, Housing and Transport Partnership is vital to achieving some or all of the SCS\* objectives relating to the “Have a good quality of life” outcome.

\*SCS = Sustainable Communities Strategy



The success of the Economy Delivery Partnership is vital to achieving some or all of the SCS\* objectives relating to the "Have economic wellbeing" outcome.

\*SCS = Sustainable Communities Strategy



The relationship with the Children's Trust is slightly different.

The wellbeing of today's children and young people is dependent on the wellbeing of adults who are parents, grandparents, other family members, friends, volunteers or staff in services. This is one of the ways in which adults "make a positive contribution".

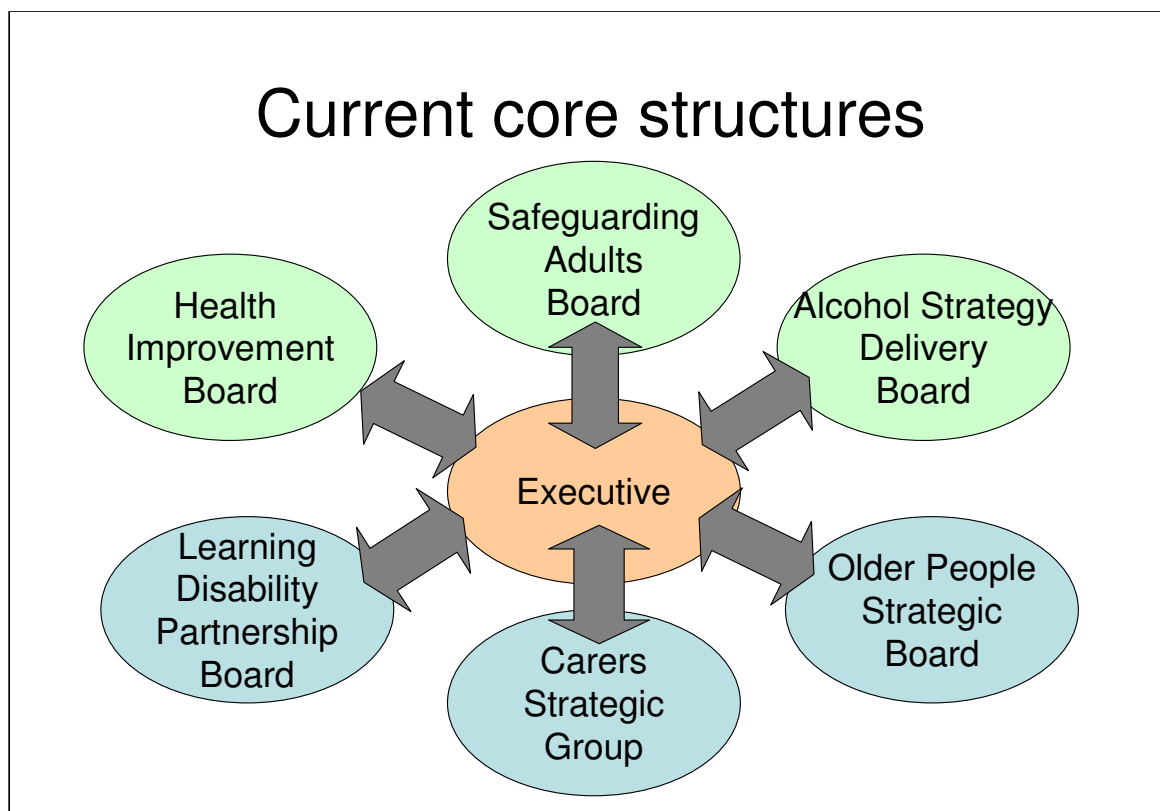
Many of the lifestyle and social factors that affect the wellbeing of adults also impact on the wellbeing of children and young people.

And, of course, children and young people grow up into adults so it is in our long-term interests to be concerned about the wellbeing of children and young people.

## Our current governance structures

Our governance structures relate to the way we lead, divide up and coordinate the work.

As mentioned earlier, we have a number of committees/groups working to deliver our strategies and plans in relation to the wellbeing of adults.



The partnership is structured in three 'tiers':

- At the centre is a partnership Executive.
- The second 'tier' is made up of a number of 'Strategic Boards' who have responsibility for strategically leading particular areas of work. They are responsible for making sure there is:
  - A thorough understanding of local need\*
  - Clear shared priorities\*
  - Arrangements in place to deliver the shared priorities using available resources, and
  - Appropriate involvement of public sector organisations, voluntary organisations, businesses, and communities of geography, identity and interest.

\*The 'Strategic Boards' are being given responsibility for specific sections in the JSNA.

- The third tier (not shown on this diagram) is made up of a range of Delivery Groups set up by a Strategic Board or the Executive to deliver a particular piece of work.

Further detail on the role of the Executive and the current Strategic Boards is on the next few pages.



Executive

- Keeps an overview of the progress of existing work and makes sure it is integrated
- Has an understanding of health and wellbeing inequalities and agrees the risk factors or population groups that need to be prioritised
- Leads the improvement of the partnership
- Ensures key partners are accountable to the partnership for their participation
- Develops and coordinates relationships with the rest of the Newcastle Partnership

Membership currently from:

- Newcastle Primary Care Trust
- Newcastle City Council
- Newcastle upon Tyne Hospitals NHS Foundation Trust
- Northumberland, Tyne and Wear NHS Trust
- Voluntary and community sector representatives

Chaired by:

Ewen Weir, Executive Director of Adult and Culture Services, Newcastle City Council

Vice Chair:

Fu-Meng Khaw, Acting Director of Public Health for Newcastle City Council and Newcastle Primary Care Trust

Coordinator contact:

Helen Wilding, Wellbeing and Health Partnership Coordinator  
Helen.wilding@newcastle.gov.uk

The logo for the Health Improvement Board is a light green oval containing the text "Health Improvement Board" in black, centered and stacked vertically.

### Health Improvement Board

- Is the ‘guardian’ of the Health Improvement Strategy – a key area of work within the “Be Healthy” outcome
- Integrates work from a number of topic delivery groups namely:
  - Smoke Free Newcastle
  - Sexual Health Strategy and Delivery Group
  - Obesity strategy and delivery group
  - Emotional and mental wellbeing group

Membership currently from:

- Newcastle Primary Care Trust
- Newcastle upon Tyne Hospitals NHS Foundation Trust
- Northumberland, Tyne and Wear NHS Trust
- Newcastle City Council
- Community Action on Health
- Voluntary and community sector representatives

Chaired by:

Fu-Meng Khaw, Acting Director of Public Health for Newcastle City Council and Newcastle Primary Care Trust

Vice Chair:

Eddie Graham, Voluntary and community sector representative

Coordinator contact:

Helen Wilding, Wellbeing and Health Partnership Coordinator

Helen.wilding@newcastle.gov.uk

### Safeguarding Adults Board

- Is the 'guardian' of the Safeguarding Adults Business Plan – a key area of work within the "Maintain personal dignity" outcome
- Has two sub-groups, namely:
  - Improving practice and service review group
  - Training and development group

Membership currently from:

- Newcastle Primary Care Trust
- Newcastle upon Tyne Hospitals NHS Foundation Trust
- Northumberland, Tyne and Wear NHS Trust
- Newcastle City Council
- Northumbria Police
- National Probation Service, Northumbria
- Victim Support Northumbria
- Age Concern Newcastle
- Skills for People

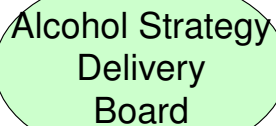
Chaired by:

Ewen Weir, Executive Director of Adult and Culture Services, Newcastle City Council

Coordinator contact:

Margaret Lester, Safeguarding Adults Coordinator

Margaret.lester@newcastle.gov.uk



Alcohol Strategy  
Delivery  
Board

- Is the 'guardian' of the Safe, Sensible, Social: Newcastle's Alcohol Harm Reduction Strategy
- Integrates work in relation to alcohol from across the Newcastle Partnership Structure
- Delivery Groups currently being confirmed/established

Membership details are currently being confirmed

Chaired by:

Stephen Savage, Director of Regulatory Services and Public Protection,  
Environment and Regeneration Directorate, Newcastle City Council

Vice Chair:

To be confirmed

Coordinator contact:

Coordinator currently being recruited in meantime contact

Helen Wilding, Wellbeing and Health Partnership Coordinator

Helen.wilding@newcastle.gov.uk



Older People  
Strategic  
Board

- Is the ‘guardian’ of “Everyone’s Tomorrow: Newcastle’s Strategy for Older People and an Ageing Population” – looks at all of the outcomes in terms of the needs of older people
- Has a number of related groups, namely:
  - Strategic Information Group
  - Joining the Dots Steering Group
  - Older People’s Joint Management Group
  - Older People’s Local Implementation Group

There are current discussions about the role and remit of each of these groups and the relationships between them

Membership currently from:

- Newcastle Primary Care Trust
- Newcastle City Council
- Your Homes Newcastle
- Elders Council of Newcastle
- NEXUS
- Age Concern Newcastle
- University of Newcastle
- University of Northumbria
- Voluntary sector representative

Chaired by:

Ewen Weir, Executive Director of Adult and Culture Services, Newcastle City Council

Coordinator contact:

Barbara Douglas, Quality of Life Partnership  
Barbara.douglas@qualityoflife.org.uk

Learning  
Disability  
Partnership  
Board

- Is the 'guardian' of "Citizen's First" – looks at all of the outcomes in terms of the needs of people with learning disability
- Integrates work from a number of Delivery Groups including:
  - Learning and Employment
  - Health
  - Safety and Quality
  - Families and Carers
  - Planning your life

Membership currently from:

- Newcastle Primary Care Trust
- Northumberland, Tyne and Wear NHS Trust
- Newcastle City Council
- Newcastle College
- Learning and Skills Council
- Provider organisations in both private and voluntary sector
- Service Users
- Carers

Chaired by:

Councillor Brenda Hindmarsh, Newcastle City Council

Coordinator contact:

Bill Norman, Valuing People Development Officer

William.norman@newcastle.gov.uk



Carers Strategic  
Group

- Is the ‘guardian’ of “Newcastle Carers Strategy” – looks at all of the outcomes in terms of the needs of adults with caring responsibilities
- Links to a primary delivery group called the Carers Strategy Implementation Group.

Membership currently from:

- Newcastle Primary Care Trust
- Northumberland, Tyne and Wear NHS Trust
- Newcastle City Council
- Newcastle upon Tyne Hospitals NHS Foundation Trust
- Newcastle Healthy City (Carers Centre)

Chaired by:

Cathy Bull, Head of Adult Services, Adult and Culture Services Directorate,  
Newcastle City Council

Coordinator contact:

Coordinator currently being recruited in meantime contact

Jonathan Jamison, Service Manager for Specialist Services (temp), Adult and  
Culture Services Directorate, Newcastle City Council

Jonathan.jamison@newcastle.gov.uk



## Groups with a partnership improvement remit

- Currently we have
  - Joint Strategic Needs Assessment (JSNA) project board

In addition to groups that develop and deliver particular strategies or plans, we also need groups with a role to improve the quality of our partnership working. Sometimes these groups could be short-term task groups.

At the moment, our key group with a partnership improvement role is the JSNA Project Board which is shared with the Children's Trust. It has a role in overseeing the improvement of the JSNA and its use.

Membership currently from:

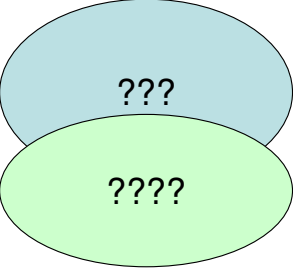
- Newcastle Primary Care Trust
- Newcastle City Council
- Newcastle Council for Voluntary Service

Chaired by:

Ewen Weir, Executive Director of Adult and Culture Services, Newcastle City Council

Lead Officer contact:

Liz Robinson, Project Manager  
Liz.robinson@newcastle.gov.uk



## Developing the structure

- There are other multi-agency groups with roles that relate to adult wellbeing.
- We are working to change our structure so it better reflects and incorporates all of the work going on.
- Examples include
  - Mental Health Partnership Board
  - Joint Advisory Group (Physical and Sensory Disabilities)

We will be taking a staged approach to it and have highlighted this as an area of work within our Partnership Improvement Plan

## Commitment to working together

- Giving Information: keeping each other and communities of place, identity and interest informed about wellbeing and health issues and actions to address them
- Getting Information: actively seeking out and considering feedback about wellbeing and health issues and actions to address them
- Sharing Views: discussing issues together and understanding other perspectives
- Deciding together: ensuring appropriate representatives, informed by the views and ideas of other stakeholders, are enabled to be part of decision-making groups.
- Delivering together: working together to identify and meet support, training or resource needs of partners and/or communities so that they can deliver interventions to improve the wellbeing and health of the people of Newcastle

The work of Newcastle Wellbeing and Health Partnership is in the interests of adults from different communities of place, identity and interest. In order to make a difference, the partnership includes a wide range of partner organisations of differing sizes and with different resources.

We have therefore made a number of commitments to each other.

We will implement ways of being inclusive in all areas of our partnership working – from strategic planning to change projects to service delivery and recognise that working together will vary in accordance with the nature of a particular area of work.

We also recognise that it is more difficult for some stakeholders to be an active part of the work and we need to identify and reduce barriers to engagement. Therefore we will work together to enhance the engagement of:

- Voluntary organisations and community groups
- Businesses
- Communities of place, interest and identity

## Contributing initiatives

- Example of a topic-based initiative
  - Dignity in Care Network
- Example of a target group-based initiative
  - Improving wellbeing of employees through roll-out of North East Better Health at Work award.

Some pieces of work about wellbeing happen through networks or other joint working arrangements and are not part of formal partnership governance structures. They do however form a vital part of delivery.

Like the plans and the JSNA – some of these initiatives can be topic based and relate to the whole adult population whilst others are about all wellbeing needs with a specific target group.

## Coordination of the partnership

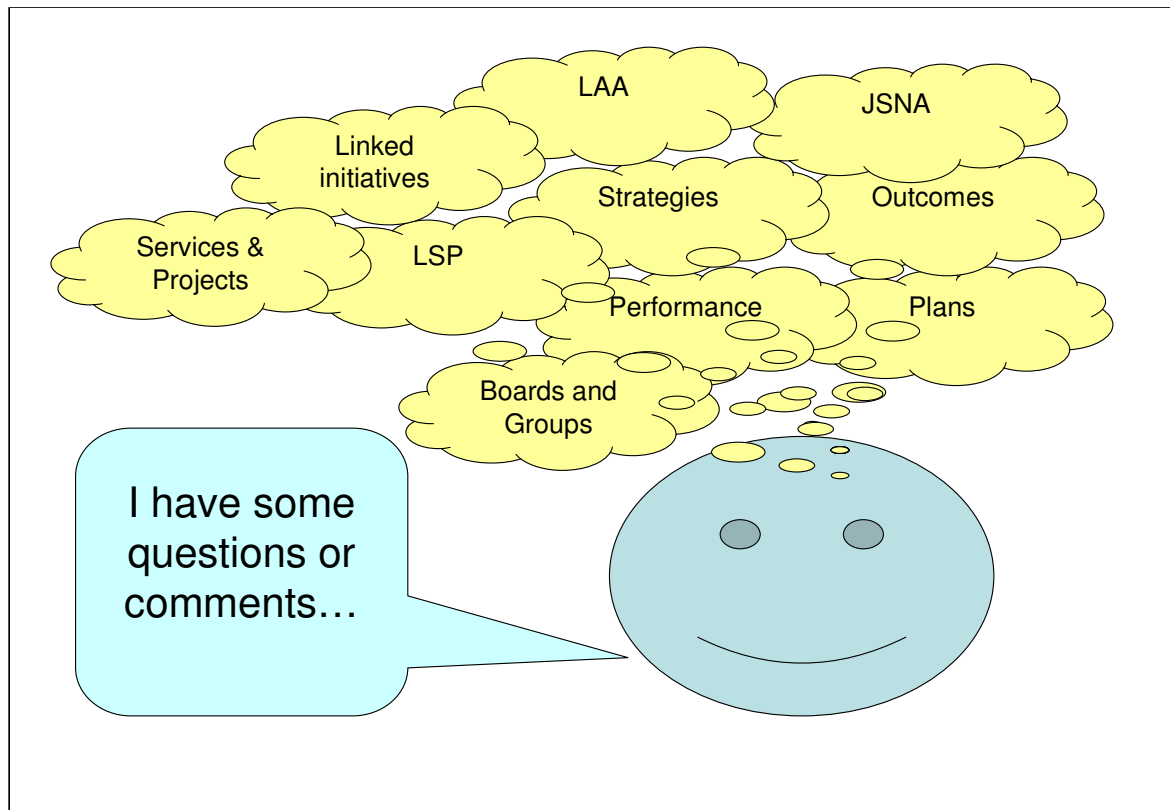
Our aim is to have

- Wellbeing and Health Partnership Coordinator  
Plus
- Each Strategic Board to have its own named Coordinator who supports the Board to develop and implement the particular area of work.

The Coordinators meet monthly

You will have seen in previous pages that each part of the partnership has a named Coordinator.

The coordinators meet regularly to share practice and improve the partnership. They are also well-placed to identify links between the different areas of work and develop working arrangements to address issues together.



Contact:

Helen Wilding

Newcastle Wellbeing and Health Partnership Coordinator

Adult and Culture Services Directorate, Newcastle City Council

Tel: 0191 211 5282

Email: [helen.wilding@newcastle.gov.uk](mailto:helen.wilding@newcastle.gov.uk)

If you are from a voluntary organisation or community group and want to keep up to date about the partnership and how to get involved, please contact:

Roger Mould at Newcastle Council for Voluntary Service (NCVS)

Telephone: 0191 232 7445

Email: [roger.mould@cvsnewcastle.org.uk](mailto:roger.mould@cvsnewcastle.org.uk)