Gateshead Health and Wellbeing Strategy

Good jobs, homes, health and friends

Our Approach and Plan for delivery; Working together to make a difference

Background

In 2020, the Gateshead Health and Wellbeing Board agreed the Health and Wellbeing Strategy. The vision for the strategy is 'Good jobs, homes, health and friends', as health and wellbeing are determined by the circumstances into which we are born, grow, learn, work and live.

Differences in these circumstances can lead to health inequalities, which are unfair differences in health and wellbeing. In Gateshead, this means a baby boy born in one of our 10% most disadvantaged areas, is expected to live 10.8 years less, than a baby boy born in one of our least disadvantaged areas.

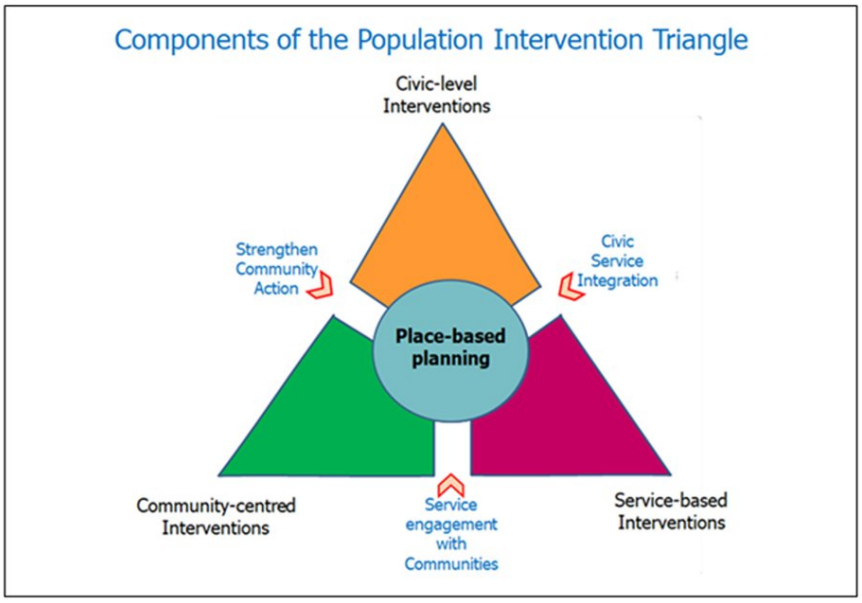
We want Gateshead to be a place where everyone thrives.

Making Gateshead a place where everyone thrives', commits us to these pledges. We pledge to:

- Put people and families at the heart of everything we do
- Tackle inequality so people have a fair chance
- Support our communities to support themselves and each other
- Invest in our economy to provide sustainable opportunities for employment, innovation and growth across the borough
- Work together and fight for a better future for Gateshead

The Health and Wellbeing Strategy uses the six policy objectives set out in the Marmot Review: Fair Society, Healthy Lives' (2010), as a framework to help deliver our vision of making Gateshead a place where everyone thrives. The 2022 Gateshead Director of Public Health Annual Report, Behind the Mask, highlighted the need for continued action across these policy objectives to address inequalities that increased due to the pandemic.

The Health and Wellbeing Strategy also sets out our approach to how we'll work together as a whole system using the population intervention triangle. This helps show the action needed in different parts of the system and will be used in this plan to help take forward this work in partnership.



This plan will set out our approach to working together as partners and organisations in a system to help people in Gateshead thrive. It will draw together our key strategies, programmes and plans to look at how actions are being supported across Gateshead, when actions are being delivered, and the milestones we are progressing towards.

It will also look at how we monitor our progress, and report back this work through different governance structures.

The ambitions set out in the strategy are long-term and influenced by changes happening regionally and nationally. Therefore, it is recognised that this plan needs to be flexible and dynamic, so we can adapt and respond to opportunities and challenges as they arise.

The plan also seeks to help the principles and objectives of the strategy become part of everyone's business, so that every opportunity to maximise health and wellbeing is taken. To do this, implementation themes have been set out to help us make sure the work we do, supports the strategy on all levels.

Our work so far

An Implementation Group has been set up to:

1. Review the Health and Wellbeing Strategy and identify opportunities, activities and mechanisms to support implementation.
2. Agree a process for developing and monitoring the implementation plan that includes representation and involvement from stakeholders.
3. Develop an approach to implementation that supports consideration of the Health and Wellbeing strategy and health equity as part of everyday business across the system.

4. Identify and utilise supportive structures and processes for implementation.
5. Agree a framework for research, learning and evaluation to develop the implementation plan and support progress towards outcomes.

The Group agreed to map current strategies, plans and programmes against the policy objectives and actions set out in the Health and Wellbeing Strategy to help build a picture of our work as a system. This exercise aimed to:

- Support us to challenge what we are doing and whether this is delivering the Health and Wellbeing Strategy.
- Help us focus our attention on key areas and prioritise
- Enable us to identify gaps
- Help us to identify where we can work together and build on partnership and collaborations.

Work completed so far has been used to develop our three-part Implementation Plan:

1. Our cross-cutting implementation themes to embed the health and wellbeing strategy into everyday work, develop our plans and work together as a system
2. Our six policy objectives and their delivery mechanisms
3. Further action identified to support the policy objectives

Part 1: Cross-cutting implementation themes

Over the last decade we have seen health inequalities increase between our most and least deprived communities. To work across different services, and truly support change that enables Thrive and the Health and Wellbeing Strategy to be delivered, we need to look at a range of methods to support this work to be adopted across stakeholders. Our implementation themes aim to embed the health and wellbeing strategy into everyday work, through the development our plans, and in the way we work together as a system. They include:

The implementation themes are cross-cutting as each of these areas are needed through all the policy objectives to help ensure actions are delivered.

Health and Wellbeing in all Policies

Health and Wellbeing in All Policies (HiAP) is about putting health and wellbeing outcomes on the agenda of other sectors. It is an approach to ensuring health and equity are considered within all strategies and policies to address the wider determinants of health. It is defined as:

"An approach to public policies across sectors that systematically takes into account the health implications of decisions, seeks synergies, and avoids harmful health impacts in order to improve population health and health equity." WHO, 2013

This theme aims to help make consideration of Thrive, and health and wellbeing, part of everyday business by aligning goals, utilising existing systems and processes, and embedding methods for identifying, planning, and acting on health inequalities. It is supported by the other cross-cutting implementation themes.

Overarching outcomes:

- The Health and Wellbeing Strategy's policy objectives are systematically considered within the planning and evaluation of strategies and programmes
- The drivers and impacts of inequalities are understood, identified, and considered within decision making processes
- Data, intelligence, and evidence-based practice are used in work across different services to ensure resources and actions are prioritised against need and support equity.

Health and Wellbeing in all Policies Action Plan

Objective	Actions	Lead	Resources required	Timeframe	Outcome
Develop and agree a set of principles to embed a health in all policies approach to support the Health and Wellbeing Strategy	• Work with the implementation group to introduce the approach, identify action needed and shared principles • Seek agreement at Health and Wellbeing Board • Work with partners to introduce the approach to managers within different organisations	Implementation group Health and Wellbeing Board members	Multi-agency working group Digital toolkit to be developed	2023-2024	Organisations have agreed to adopt the approach and take it through appropriate decision-making forms.

Objective	Actions	Lead	Resources required	Timeframe	Outcome
Develop and integrate evidence-based methods within existing planning and decision-making processes. Such as the Health Impact Assessment tool, Equity tools, and Social Value.	• Identify systems and processes that could be utilised for HiAP. • Methods reviewed and adapted to support approach • Develop and implement a Gateshead Toolkit for HiAP • Toolkit implemented	Implementation Group working with: Public Health and Wellbeing Legal and Democratic services Commercialisation and improvement Commissioning and procurement Planning Gateshead Cares Gateshead Health Community Safety Partnership	Digital toolkit to be developed	2023-2025	Toolkit published online to provide resources and tools to partners. Clear linkage of to the Health and Wellbeing strategy through policy of plans. Evidence of the consideration of health outcomes and inequalities in decision making.
Identify leads across the Council and across partner organisations to champion the approach and lead on its implementation in	• Leads identified by Implementation Group • Network/forum established to support implementation, share practice and tools and to monitor progress.	Implementation group members and developing network / forum	Business support to facilitate meetings and network	2024-2025	Leads identified and reporting back to the established forum to share experiences, challenges and learning.

Objective	Actions	Lead	Resources required	Timeframe	Outcome
different services and organisations					
Joint Strategic Needs Assessment (JSNA)	• Promote JSNA as a statutory duty and key evidence source in planning programmes and services and evaluating the health impact of policies. • Cross-sector development and update of the JSNA in line the strategy	Implementation group members Public Health and Wellbeing	Staff time and capacity across organisations. Data sharing agreements and governance reviewed and in place as required	2023-2025	JSNA updated collaboratively on and ongoing basis. JSNA used to underpin strategies and plans across the system
Build in effective monitoring and evaluation of the health in all policies approach to ensure quality and effectiveness	• Develop an approach to monitoring and evaluation that helps us to understand progress and the impact of this work. • Evaluation and learning cycles are built into practice to adapt the approach as needed with at least annual review. • Link to performance and improvement frameworks across system partners to demonstrate progress on health inequalities. • Learning shared across the system	Implementation group members	Staff time and capacity Research tools, training and input to support methods used	2023-2025	Evaluation in place, with leaning and impact of the approach identified and informing ongoing practice.

Leadership and Governance

No single team, service or organisation alone can tackle the issues leading to inequalities, and leadership is needed across organisations to support action across the policy objectives.

This theme will help look at how goals, strategic work and programmes align and the structures and processes in place for reporting, monitoring and progressing this work.

Overarching outcomes:

- There is a clear picture of delivery of the Health and Wellbeing Strategy across the system
- It is clear how structures align, and goals are shared
- Leaders champion the strategy and its implementation.

Leadership and Governance Action Plan

Objective	Actions	Lead	Resources required	Timeframe	Outcome
Engagement in the strategy and initial consultation	• Discussion at Health and Wellbeing Board, Gateshead Cares, Gateshead Health, Primary Care Health Inequalities Meetings • Council CMT, GMTs, and SMTs	Health and Wellbeing Board Chair Director of Public Health Consultant in Public Health	Staff time and capacity	February – September 22	Feedback and initial ideas on implementation going forward
Establishing a Multi-Agency Implementation Group	• Terms of reference Agreed • Quarterly meetings scheduled	Consultant in Public Health	Staff time and capacity	May 2022-May 23	Review of the Strategy and successful input and engagement in developing an approach and plan for implementation
Strategic mapping against the policy objectives to build a picture of delivery and identify any gaps.	• Strategy mapping template to be completed by organisations • Implementation Group workshop to complete the mapping exercise • Analysis and findings • Identified actions and next steps	Implementation Group	Staff time and capacity	July-November 22	Findings used to draft the implementation plan and recommendations

Objective	Actions	Lead	Resources required	Timeframe	Outcome
Ensure there is a clear, current and well publicised framework for strategies to support delivery of key agreed priorities and resource allocation	• Create a digital place, on the Council website, where current strategies and those in development are collated and accessible. Potentially linking to the JSNA. • Create a common approach to strategy development to ensure every strategy is aligned to Thrive and the Health and Wellbeing Strategy. • Create opportunity for challenge in key strategy developments to ensure alignment with Health and Wellbeing Strategy	Implementation Group Communications Leads Intelligence and Analyst Leads Policy and Strategy Leads	Staff time and capacity	2023-2024	Strategies are visible, accessible and clearly linked to Thrive, The Health and Wellbeing Strategy and Delivery plans
Review Structures and Processes for monitoring and reporting progress	• Review current governance and decision-making structures identified within the mapping work. • Review current monitoring and reporting mechanisms to align with Implementation Plan • Make recommendations to support reporting on the policy objectives of the Health and Wellbeing Strategy.	Implementation group Legal and Democratic Services Gateshead System	Staff time and capacity	2023-2024	Clear processes are in place to monitor and record progress on the strategy and implementation plan. A programme is in place to help understand progress on strategic areas in relation to the policy objectives.
Establish and develop appropriate	• Review and develop performance improvement frameworks to help	Commercialisation and improvement	Staff time and capacity	2023-2024	Effectiveness and programme

Objective	Actions	Lead	Resources required	Timeframe	Outcome
outcome and quality improvement dashboards	capture learning and progress across the system, whilst ensuring indicators support the objectives of the strategy in key strategic areas. • Work to ensure oversight helps capture the action on the strategy and health inequalities across the system.	Gateshead Cares Gateshead Health Community Safety Partnership			measures are clear and understood.
Providing information to Strategic Boards and Partners on this work	• Ongoing oversight/assurance at Health and Wellbeing Board, • Discussion at Gateshead Cares, Gateshead Health, Primary Care Health Inequalities Meetings • Regular updates on progress/barriers at CMT • Feedback on progress/barriers to GMTs, SMTs, and other Strategic Groups within Council	Implementation group	Staff time and capacity	Ongoing with at least an annual review of progress	Health and Wellbeing Board are provided with assurance and are able to understand and challenge barriers to progress. Linked groups and boards are informed, understand their role in this work.

Communications, Engagement and Networks for Collaboration

Community-centred approaches are one of the three components of the whole system, place-based approach to improve health and wellbeing. Action on this area is threaded through the Strategy's policy objectives with some specific actions:

- ensure that the views and opinions of local people are represented in all aspects of our work through our democratic process and asset-based community development approaches
- advocate for vulnerable people and communities to reduce differences in access to local services

- support the development of quality community activities, prioritising neighbourhoods with greatest need, remove barriers to community participation and support people to be involved locally
- embed the local VCSE organisations in ill health prevention, planning and delivery

To develop this as a system there is a need to look at how we build on our assets, work with communities, and engage them in our work. Thus, working together in partnership with our communities, partners, volunteers, and staff. This in turn may help us develop some community led specific actions, building on and embedding our place-based approach into practice.

Overarching outcomes:

- Increased awareness and engagement in the strategy
- Communities are engaged and involved in decisions that affect them
- Partner organisations and groups work together on issues that affect us all, recognising the links and impacts.

Communications, Engagement and Networks for Collaboration Action Plan

Objective	Actions	Lead	Resources required	Timeframe	Outcome
Build on and develop community-centred approaches across the system in Gateshead	• Understand current practice and the evidence base in support of the strategy • Develop an approach and principles that can be embedded through the system in Gateshead e.g. methods and principles of coproduction • Implement the identified approach, building in a process for monitoring progress, review, learning and action.	Implementation Group Participation groups VCS	Staff time Training	2023-2025	Community centred intervention approaches prioritised Approach developed with communities and the VCS Community centred intervention agreed by system partners and adopted.

Objective	Actions	Lead	Resources required	Timeframe	Outcome
Increased awareness and engagement of the strategy and how to support it	• Develop a communication plan to support awareness of the strategy across organisations • As part of the plan, to develop a process for launching key strategies and plans so that all within organisations understand how they relates to their role and support its delivery. • Support partners to advocate for the most vulnerable communities and support for the strategy through existing forums and the media • Ensure strategic work, programmes and plans across the system are easy to find and navigate to support collaboration	Communications leads from partners	Staff time	April - May 2023 Ongoing	The Health and Wellbeing Strategy is recognised and understood by stakeholders. Staff understand their role in relation to the Health and Wellbeing Strategy and how they can support delivery. Strategic work in support of the strategy is east to identify and access to help inform action and partnership work.
Support collaboration on key strategic drivers such as climate change, cost-of-living, recruiting and retaining the public sector workforce.	• Identify shared objectives from within the strategy and opportunities for collaboration • Utilise forums, structures, and processes to enable shared knowledge, expertise, and resources on shared goals. • Plan specific collaboration events or meetings around this agenda where need is identified.	Implementation Group members and strategic leads for different agendas	Staff time Resources for events / workshops		Shared vision and plans are developed on key strategic areas related to the health and wellbeing strategy.

Research, Learning and Evaluation

It is important we continue to build evidence and adapt as we go forward. This ensures the work we do is evidence based, meets need, improves wellbeing, and reduces inequalities. It also means we are better able to prioritise our resources where they have the greatest impact.

Learning is really a key part of this, and as we work in such a complex and changing system, it will guide and shape our approach as we progress. This is important as the things that influence health can be described as 'wicked problems' as they often play out over a long-time and are influenced by many different factors. By embedding learning and research into our approach, we can increase understanding of the issues and our progress as part of an ongoing process.

Overarching outcomes:

- Increased research capacity across the council on the social determinants
- Development of evidence & research that supports action on the Health and Wellbeing strategy
- Use of research and evidence to influence local, regional and national strategy, policy & practice to reduce health inequalities

Research, Learning and Evaluation Action Plan

Objective	Actions	Lead	Resources required	Timeframe	Outcome
Maximise the use of the JSNA to support action and delivery in line with need, monitoring, learning and evaluation	• Update the JSNA to ensure data and intelligence gathered reflects the policy objectives of the Health and Wellbeing Strategy • Develop relationships and mechanisms that support partners to update and collaborate on the JSNA • Maximise use of the JSNA by incorporating it in to Health in All Policies approaches and training and skills development.	Implementation group with key leads from services / directorates	Staff time and capacity across the system		The JSNA is the 'go to' document for organisations across the system, enabling the Health in all policies approach, and ensuing resources are used in line with need.

Objective	Actions	Lead	Resources required	Timeframe	Outcome
Increase capacity and the capability to conduct research and build the evidence base to support the Health and Wellbeing Strategy.	• Establish the HDRC Team within the Council (Governance, policy, recruitment) • Embed the team within the different Directorates of the Council and build relationships with partners. • Identify research priorities within the Directorates • Identify ways to enable community and resident involvement in research	Public Health and Wellbeing	Ringfenced Health Determinants Research Collaborations (HDRC) Funding £5m over 5 years Staff time and capacity	2022-2023	HDRC team in place and beginning work in Directorates Research Priorities identified Actively working with communities and residents in research
Establish governance structures, policies and processes for research ethics within the Council	• Establish a research ethics committee within the Council • Work with partners in the system to establish an ethics approval process that they can utilise • Develop a research ethics policy • Develop practical guidance for staff to support the implementation of research ethics proposals and practice	Public Health and Wellbeing Legal and Democratic Services Newcastle University / ARC	Ringfenced HDRC Funding £5m over 5 years Staff time and capacity	2022-23	Research Ethics Committee in place and functioning effectively. Employees and System partners able to effectively utilise the ethics protocols and process.
Conducting research activities to focus on health inequalities and the wider determinants of health	• Developing research proposals • Conducting research using appropriate research methods in partnership with communities and residents, academic partners, and system partners • Writing research up for peer review	HDRC team Internal and external partners Communities and residents Newcastle University / ARC	Ringfenced HDRC Funding £5m over 5 years Staff time and capacity Community organisations	2023-2027	Research projects are implemented across Gateshead to build evidence on understanding and the addressing the determinants of health.

Objective	Actions	Lead	Resources required	Timeframe	Outcome
			Volunteers		
Sharing research and learning across the system in Gateshead to inform planning, decision making, policy and practice	• Based on research, make recommendations for planning, decision making, policy and practice. • Publish research within peer reviewed journals. • Develop research finding briefings and communications that are accessible to a range of audiences • Disseminate findings in a range of formats to maximise engagement • Present research at conferences, Boards and meetings, to enable change.	HDRC Team Newcastle University / ARC Health and Wellbeing Board	Ringfenced HDRC Funding £5m over 5 years Presentations and communication materials	2023-2027	Research findings are considered through practice. We can clearly evidence the links and ways we take this forward.
Evaluate the impact of research on planning, decision making, policy and practice, to ensure interventions and services continue to be effective and deliver outcomes.	• Plan and deliver an evaluation in line with HDRC requirements • Build in an evaluation cycle to understand how research learning and recommendations have been built into practice. • Report learning back to the Health and Wellbeing Board to demonstrate how this work support the Health and Wellbeing Strategy.	HDRC Team Newcastle University / ARC Health and Wellbeing Board	Staff time and capacity	2023-2027	Learning, effectiveness, and use of research is understood and used to drive further improvements.

Employee Experience and Wellbeing

Partner Organisations in Gateshead are key anchors in the borough through the provision of crucial services, amenities, as buyers of goods and services, and as an employer. To help our residents to thrive, it is important our staff are thriving too, and that their experience at work is an exceptional one. This would mean that employees feel supported, engaged, capable, trusted to do their roles with confidence and enabled to help deliver brilliant outcomes for each other and for people living in Gateshead. Therefore, the actions set out through the implementation themes also seek to help maximise the contribution of the people that work with us in Gateshead.

Overarching outcomes:

- Our people feel Gateshead is a great place to work
- Improved employee health and wellbeing

Employee Experience and Wellbeing Action Plan

Objective	Actions	Lead	Resources required	Timeframe	Outcome
Understand how people feel about working for their employer, and their experience at work	• Gateshead's Partner Organisations complete a recognised employee survey where employers are benchmarked nationally with clear tangible results than can drive actionable plans.	HR Leads across Partner Organisations	Survey Budget	Commence 2023 – and then biannually thereafter	Clear understanding of how people feel about working in Gateshead to allow for data driven decisions to improve the employee experience at work.
Remove barriers to enable a culture of trust where our people are empowered to meet the needs of the people they	• Staff are supported to identify and share barriers through governance and systems to help improve quality of services and for them to succeed in their roles. .	Implementation Group Strategic leads taking forward specific programmes	Communications System reengineering expertise	2023-2025	We effectively reach and support individuals and communities with greatest need through enabled and empowered staff.

Objective	Actions	Lead	Resources required	Timeframe	Outcome
interact with so they receive more holistic and joined up services.	• A learning culture is developed across organisations to enable staff to share problems and solutions confidently, acknowledging that challenges are often due to multiple factors which require multi-stakeholder action. • Leaders and managers will work with staff to identify root causes to challenges, solutions and new approaches which are trialled, reviewed and developed further to ensure that we reduce inequalities through this learning culture. • We will communicate and educate our people on what we mean by a 'learning culture'. • Best practice is identified and shared to help inform other service areas, e.g. Anti-social behaviour review, Debt recovery, Family Hubs, People at the Heart. • Key programmes piloting these processes will be linked into, to help understand impact on the outcomes within the Health and Wellbeing Strategy. • Progress and learning on implementation will be shared among stakeholders through	and plans across organisations.	Presentations and stakeholder involvement		We are able to reflect on approaches used and profile initiatives to enable further adoption. Best practice is shared and disseminated.

Objective	Actions	Lead	Resources required	Timeframe	Outcome
	the implementation group and other organisational forums.				
Our partner organisations, as employers, create and adapt jobs, and recruitment practices in line with the objectives of the Health and Wellbeing Strategy.	• Recruitment practices ensure equality for all • Flexible working approaches are defined and communicated to staff across services • Recruitment initiatives target people living in our most deprived areas, in addition to groups that may experience health inequalities. • Areas that are difficult to recruit to with increasing vacancy rates will be considered within the context of the Health and Wellbeing Strategy and how access to employment could be supported through these areas. • Innovative and transformative work opportunities will be shared and promoted, as will learning on their impact on retention and recruitment. For example, the new CYP Trauma Team. • Current policy and practice will be reviewed and updated to reflect a positive approach to health inequalities.	HR Strategic Leads across partner organisations	Staff time and capacity to consider and adapt current practice	2023-25	Pathways and opportunities to access employment are tailored to address inequalities. We can evidence the impact on recruitment practices on inequalities.

Objective	Actions	Lead	Resources required	Timeframe	Outcome
	• The impact and progress of this work will be monitored and shared across stakeholders through the implementation group.				

Physical and mental health and wellbeing is prioritised and promoted through our working practices and environments.	• Workforce health and wellbeing strategies across partners will aim to help people with:
	  ○ Social wellbeing
	  ○ Financial Wellbeing
	  ○ Emotional wellbeing
	  ○ Physical wellbeing
	• Safe working practices are prioritised through a health and safety culture including; safe equipment, and personal safety training.
	• Good work experience will be supported through a positive approach to: Working environment; Good line management; Effective people management policies, Training for line managers, Sickness absence management.
	• Work demands will be considered in the context of health and wellbeing including; Job design, job roles, job quality, workload, working
		HR Strategic Leads across partner organisations	Staff time and capacity to consider and adapt current practice
			
			Training
				2023-2027	Reduced employee illness
					
					Increased reported wellbeing
					
					Improved retention of staff.

Objective	Actions	Lead	Resources required	Timeframe	Outcome
	hours, job satisfaction, work-life balance. • Organisational values and principles are clearly communicated to support understanding of shared goals and purpose through communications, appraisal and development, induction and supervision. • Personal growth and career development				
Consider and explore the opportunity offered by committing to the Good Work Pledge in supporting the above objectives	• Implementation group consider the good work pledge in line with the current better health at Work Award. • Partner organisations review the steps needed to commit to the Good Work Pledge. • Develop an action plan to achieve the Good work pledge if appropriate.	Implementation Group		2023-2027	Commitment to supporting Employee Experience and Wellbeing is evident across partner organisations and advocated for among wider employers in Gateshead.

Training, Knowledge, and Skills development

Often there is a disconnect between perceptions around what determines our health, and the action needed to address this. Therefore, there is a risk, that for those working in non-health sectors and services, may not realise the potential impact of their work and role on health inequalities.

To help increase knowledge and understanding and build on the strength of our workforce, this implementation theme will seek to provide learning and training opportunities to support staff to understand the importance of the strategy in reducing inequalities, and achieving thrive, and the information, tools and resources they can use to make this part of their work.

Overarching outcomes:

- All employees have an awareness of the Health and Wellbeing strategy and how it relates to their role and service.
- All employees understand what health inequalities are, and the causes of health inequalities.
- All employees are able to take action, as appropriate to their role, to support the strategy and reduce inequalities.

Training, Knowledge, and Skills Development - Action Plan

Objective	Actions	Lead	Resources required	Timeframe	Outcome
Review learning and training offer in line with the Health and Wellbeing Strategy and identify learning and development needs	• Conduct a training survey to help identify cross-sector training needs to support Implementation of the Health and wellbeing Strategy • Review training offer, within partner organisation in line with the strategy, to ensure employees are aware of the strategy, its role, and to ensure they have an understanding of health inequalities. • Identify existing training opportunities, such as induction and refresher training, where the strategy could be incorporated.	Implementation Group Workforce Development Partner Organisations	Council digital platform	September to December 2022	Survey analysis, report and recommendations for action

Objective	Actions	Lead	Resources required	Timeframe	Outcome
Produce a volunteer and workforce learning and development plan to support implementation of the strategy	• Draft a learning and development plan in collaboration with partners, to help implementation approaches such as Health in All Policies and embedding prevention in practice • Involve staff and stakeholder groups in developing what the learning resources look like, to ensure relevance to their work and role. • Ensure the learning and development plan is based on evidence-based methods and enables upstream behaviour change • Develop a training offer for members, managers and wider workforce and volunteers, as needed, to support implementation • Communicate offer	Implementation group Workforce Development Cross sector partners to be identified by the implementation group	Existing platforms and processes Staff time and capacity Methods to engage those without digital access	2023-2024	Learning and development plan agreed by Implementation Group Training opportunities available and integrated Good uptake of training across partners
Ensure effective monitoring and evaluation to ensure learning, training and development opportunities are effective, support the strategy, and	• Establish systems for monitoring and evaluating the reach, uptake, effectiveness and impact of training, working collaboratively with HDRC • Ensure systems build in an learning cycle to enable quality improvement ,	Implementation group Workforce Development	Staff time and capacity Training and learning resources Potential procurement of specialist training	2023-2025	Evaluation and learning report completed and reported back to the Health and Wellbeing Board. Improved knowledge of the strategy,

Objective	Actions	Lead	Resources required	Timeframe	Outcome
have a positive impact	effective use of resources, and adaptation in response to need.				health inequalities, wider determinants and specific tools to guide decision making. Methods effectively adopted within practice

Part 2: Delivery of our Six Policy Objectives

Here we set out the key strategies, plans and programmes that will help us deliver Health and Wellbeing Strategy. Some of this work cuts across policy objectives. Through our mapping work, for each Health and Wellbeing Policy objective, we have identified four strategic layers that support delivery. They are:

- 'Foundation strategic drivers' - these are key strategies that are relevant to a number of the Health and Wellbeing strategy objectives and provide the foundation for a wide range of strategies, plans and policies
- 'Key drivers' - those which provide a foundation or framework for work on the specified Health and Wellbeing Policy objective,
- 'Targeted strategies' - those which focus on a particular group or population' and,
- 'Topic-based' strategies which focus on one particular element of the Health and Well-being objective.

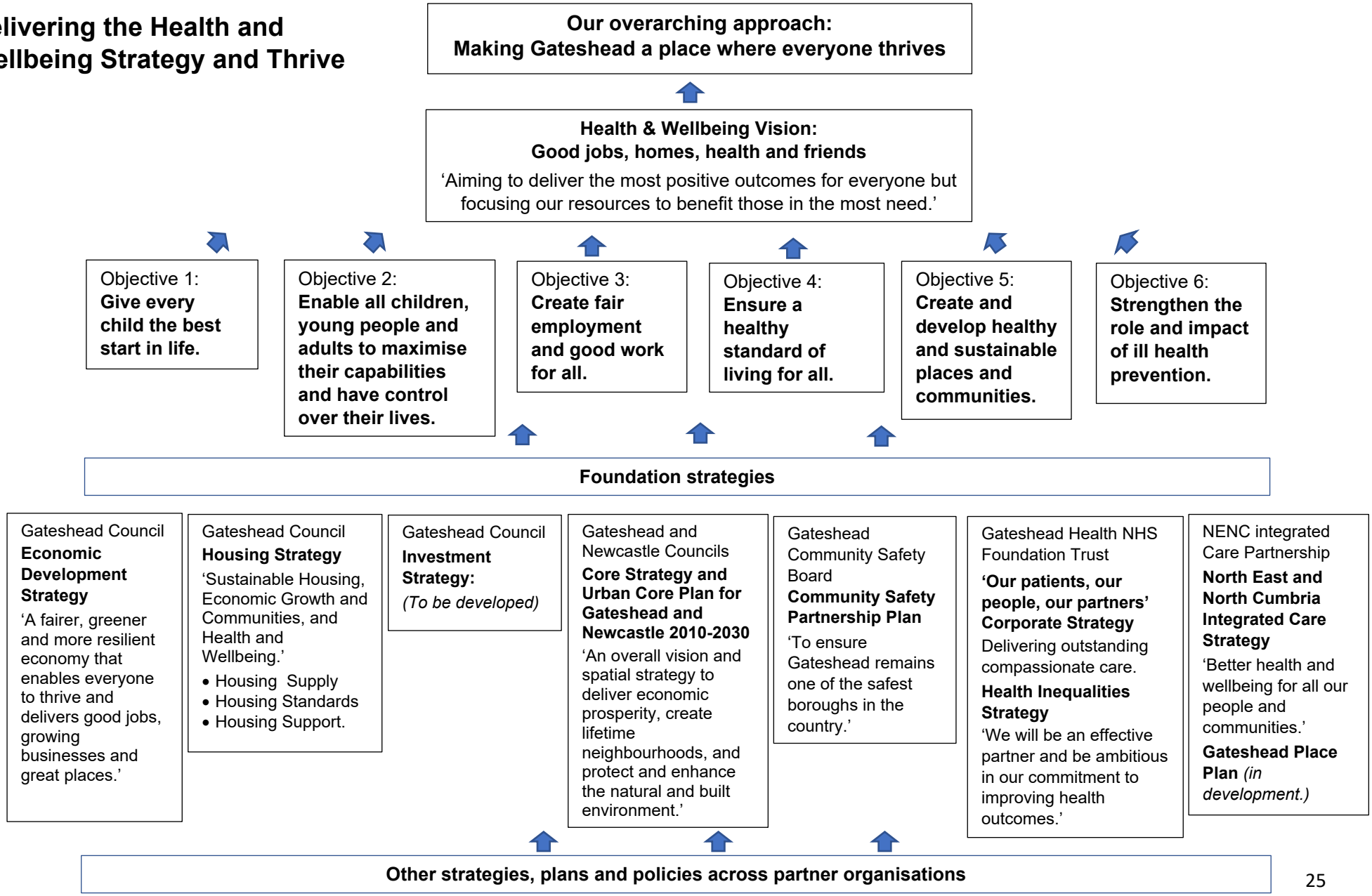
We have also collated programmes – we purposefully did not include day to day services but focused on pilot, developing or time-limited work which has the potential to deliver substantial progress on Health and Wellbeing Policy objectives. This is not an exhaustive list, but key initiatives identified together with partners.

By capturing this in one place, we hope to build a picture of the work supporting delivery of the strategy. The Health and Wellbeing Board can use this to ensure the work of partners is aligned to the Health and Wellbeing Strategy, identify areas it wishes to

influence, and contribute to, or monitor progress against this work to help maximise progress and impact on Health and Wellbeing Strategy objectives.

On an ongoing basis, there is a need for strategies, programmes, services, and plans to consider their work in relation to the strategy and support of the policy objectives. The Health and Wellbeing in all Policies implementation theme will support this work. Health and Wellbeing Board may wish to seek assurance that resources are used in line with the actions set out in the strategy, prioritise prevention, and are proportionate to need.

Delivering the Health and Wellbeing Strategy and Thrive



Foundation strategic drivers

These are key strategies that are relevant to a number of the Health and Wellbeing strategy objectives and provide the foundation for a wide range of strategies, plans and policies. It is therefore important that they align closely with Health and Wellbeing strategy objectives to maximise progress on its objectives

Strategy	Status	Strategic Lead	Timeframe	Governance and reporting structures	Key aims
Economic Development Strategy	Current	Strategic Director, Economy, Innovation and Growth	Long-term strategy. Next review late 2024	External: Thriving Economy Board (proposed) & HWB Board Internal: Economy Delivery Bord, CMT & Cabinet	• Building the economy of the future • Supporting businesses • Helping people • Shaping future places • Improving connectivity
Housing Strategy	Current	Strategic Director, Housing, Environment and Healthy Communities	2018-30	Strategic Housing Board, Housing Portfolio and HWB Board SMG Housing, CMT & Cabinet Partnerships include the Gateshead Housing Providers Partnership, Housing Development Forum and the Homelessness Forum	**Housing Supply - Delivering the homes we need** 'To ensure the supply of new housing and use of existing stock best meets current and future needs and aspirations.' **Housing Standards - Ensuring our homes sustain health and wellbeing** 'To improve the quality, condition and management of housing so that all residents benefit from safe, healthy and well-managed homes.' **Housing Support - Supporting our residents to thrive** 'To help residents access, and sustain, a home which promotes their wellbeing.'

Strategy	Status	Strategic Lead	Timeframe	Governance and reporting structures	Key aims
Investment Strategy	To be developed over the next 3 months	Strategic Director, Resources and Digital	5 years	CMT/SMG Projects/Cabinet	Ensuring that capital resources are aligned to Council priorities and strategies and the achievement of Thrive and to maximise positive outcomes for Gateshead residents and businesses and the local economy.
Community Safety Partnership Plan	Current	Director of Public Health and Community Safety Partnership Board partners	2020-2023	Community Safety Partnership Board	Strategic priorities: Violence, exploitation and abuse • serious violence and knife crime • domestic abuse (including violence against women and girls) Thriving neighbourhoods and communities • anti-social behaviour (youth, adult and place) • locality-based problem solving Community cohesion and resilience • hate crime and tension monitoring • preventing violence extremism, radicalisation and terrorism.
Gateshead Health NHS Foundation Trust 'Our patients, our people, our partners' Corporate Strategy	Current	Chief Executive Officer	2022/23 - 2024/25	Gateshead NHS Foundation Trust's board	Strategic aims: • continuously improve the quality and safety of our services for our patients. • be a great organisation with a highly engaged workforce. • enhance our productivity and efficiency to make the best use of our resources . • be an effective partner and be ambitious in our commitment to improving health outcomes. • develop and expand our services within and beyond Gateshead.

Strategy	Status	Strategic Lead	Timeframe	Governance and reporting structures	Key aims
Gateshead Health NHS Foundation Trust Health Inequalities Strategy	Agreed			Gateshead Health NHS Trust Health Inequalities Board which reports to Board SMT and Quality Governance Committee.	Strategic aim four: be an effective partner and be ambitious in our commitment to improving health outcomes Objectives: • Tackle our health inequalities • Work collaboratively as part of Gateshead Cares system to improve health and care outcomes to the Gateshead population.
North East and North Cumbria Integrated Care Strategy	Current	North East and North Cumbria (NENC) Integrated Care Partnership			Key aims are longer, healthier life expectancy, excellent health and care services and fairer health outcomes with a focus on: • Prevention and health promotion • Improved health and digital literacy • Addressing health inequalities Core20Plus5 • Long Term Conditions, Learning Disabilities and autism, cancer and mental health.
Gateshead Place Plan	In development	North East and North Cumbria (NENC) Integrated Care Partnership			Main priorities/themes: • Integration: developing integrated neighbourhood teams in line with the Fuller report recommendation • Primary care and community services including mental health • Social care as relates to the NHS • Population health including priorities from the Health & Wellbeing Board,

Strategy	Status	Strategic Lead	Timeframe	Governance and reporting structures	Key aims
					JSNA and Joint Local Health & Wellbeing Plans • Reducing inequalities including Core20Plus5 and Deep End Practices • Place governance and partnership working.

Give every child the best start in life

Key drivers

Strategy	Status	Organisations involved	Timeframe	Governance and reporting structures	Key aims
Children & Young People's Strategy	In development	Lead: NENC ICB			
Early Help Strategy	To be agreed April 2023.	Lead: Gateshead Council	2023-2026	Health and Wellbeing Board Gateshead Safeguarding Children Board	Partnership Early Help Strategy providing the vision, principles, priorities and performance framework for supporting families in need of early intervention and prevention across the Gateshead early help system.
Children and Young People's mental health and emotional wellbeing	Agreed	Lead: NENC ICB Gateshead Cares Gateshead Council	2022/23	NHSE Health & Wellbeing Board CYP MHLDA Board	The Gateshead Local Transformation Plan has been developed to bring about coordinated change across the whole system to improve the emotional health and wellbeing of children, young people and families by:

Strategy	Status	Organisations involved	Timeframe	Governance and reporting structures	Key aims
transformation plan 2022/23					• Building resilience, prevention and early intervention • Improving access to effective support • Caring for the most vulnerable • Developing the workforce
Multi-Agency Safeguarding Arrangements (MASA) Children & Young People	Current	Gateshead Safeguarding Children Partnership	2022-2024	The three Safeguarding Partners with delegated responsibility are: • Strategic Director (DCS) of Children's Services – Gateshead Council • Director of Nursing – North East & North Cumbria Integrated Care Board • Designated Chief Superintendent – Northumbria Police The Safeguarding Partners will discharge their broader responsibilities through the Gateshead Safeguarding Children Partnership (GSCP) and its groups.	There is a shared and collective responsibility between organisations and agencies to safeguard and promote the welfare of children in Gateshead.

Other relevant strategies

Targeted strategies

Strategy	Lead	Status
Children & Young People in Care & Care Leavers Strategy 2018-23	Gateshead Council	Current
Safeguarding Adults and Children Strategy 2019-2022	NGCCG	Current
Reducing the number of children in need of Care Strategy	Gateshead Council	Current
Special Educational Needs & Disability Strategy	Gateshead Council	In development
Gateshead Accessibility Strategy 2021-2024	Gateshead Council/Education Gateshead	Current
Elective Home Education Strategy 2020-25	Gateshead Council/Education Gateshead	Current
Gateshead Youth Justice Strategic Plan 2021-23	Gateshead Council	Current
Hot food takeaway SPD – overweight children	Gateshead Council	Current

Topic-based strategies

Strategy	Lead	Status
Anti-bullying strategy 2020-25	Gateshead Council	Current
Emotionally Based School Avoidance (EBSA) Strategy 2020-2025	Gateshead Council/Education Gateshead	Current
Attendance strategy 2020-25	Gateshead Council	Current
Learning and Skills Strategy	Gateshead Council	Current
Physical Activity Strategy 2022-2032	Gateshead Council	Current
Fuel Poverty Plan	Gateshead Council	Draft

Key programmes

Strategy	Aim	Strategic Lead	Timeframe	Governance and reporting structures
Development of Family Hubs and Start for Life Programme	• An integrated support offer to families with dependent children • An all-age menu of help and advice for people of all ages, regardless of family composition.	Director of Public Health	Current funding up to 31/3/2025	The Family Hubs and Start for Life Steering Group is directly accountable to the Health and Wellbeing Board.
Children & Young People: Best Start in Life / SEND	Adopting a system approach including: • Further improvements to the Local Offer • Increase co-production with our Children, Young People and Families, ensure that all the resources across the system are joined up • Develop and deliver training packages across health, education and social care	ICB CYP&F Lead		Health & Wellbeing Board SEND Board CYP MHLDA Board Gateshead Cares
ASB Review	A major review of ASB services in Gateshead that will: • better understand together how we tackle ASB in Gateshead • agree a shared purpose between services involved in tackling ASB, supporting victims and in helping those connected with ASB to change their behaviour • set up and test new ways of working that achieve that purpose and make best use of resources • From the learning, make informed decisions about permanently changing the way the work is carried out.	Strategic Director, Housing, Environment and Healthy Communities	Until March 2024	Community Safety Board

Enable all children, young people and adults to maximise their capabilities and have control over their lives

Key drivers

Strategy	Status	Organisations involved	Timeframe	Governance and reporting structures	Key Aims
Early Help Strategy	In development	Lead: GC	April 2023	See 'Give Every Child a Best Start in Life' key drivers table.	
Multi-Agency Safeguarding Arrangements (MASA) Children & Young People	Current	Gateshead Safeguarding Children Partnership	2022-2024	See 'Give Every Child a Best Start in Life' key drivers table.	
Children and Young People's mental health and emotional wellbeing transformation plan 2022/23	Agreed	Lead: NENC ICB Gateshead Cares Gateshead Council	2022/23	See 'Give Every Child a Best Start in Life' key drivers table.	
Integrated Adults and Social Care Services Living Thriving Lives Plan	Draft	Lead: GC	2023-2028	Monitoring commitment and delivery of the vision an action and delivery plan is being developed. Reporting annually on progress with the production of a local account	Vision: To work with our communities to enable residents to live thriving lives, be independent and individual, support themselves and each other, and access personalised quality support when they need it. Priority areas: • Prevent, reduce and delay the need for support • Caregivers • Workforce

Strategy	Status	Organisations involved	Timeframe	Governance and reporting structures	Key Aims
					• Commissioning
Gateshead Safeguarding Adults Board Strategic Plan 2019-2024 2022 Refresh	Current	Lead: Gateshead Safeguarding Adults Board	2019-2024	Gateshead Safeguarding Adults Board is a statutory body. An Independent Chair enhances scrutiny and challenge.	Everybody in Gateshead has the right to lead a fulfilling life and should be able to live safely, free from abuse and neglect – and to contribute to their own and other people's health and wellbeing. Key actions: • Quality Assurance • Prevention • Communication and Engagement • Operational Practice • Mental Capacity.
Corporate Commissioning & Procurement strategy	Agreed	Gateshead Council	2021/22 - 2026/27		• Tackling inequality, supporting local communities, and putting people at the heart of everything we do • Investing in our local economy • Working together for a better and greener future • Delivering value for money and ensuring a sustainable Council.

Other relevant strategies

Targeted strategies

Strategy	Lead	Status
Special Educational Needs & Disability Strategy	Gateshead Council	In development
Children & Young People in Care & Care Leavers Strategy 2018-23	Gateshead Council	Current
Reducing the number of children in need of Care Strategy	Gateshead Council	Current
Safeguarding adults & children strategy	Lead: NGCCG	To be reviewed
Resident Influence Strategy	Gateshead Council	Current
Carers Strategy	Gateshead Council	Being updated

Topic-based strategies

Strategy	Lead	Status
Domestic Violence Strategy	Gateshead Council	In development
Culture Strategy	Gateshead Council	Requires updating.
Apprenticeship Strategy (Council) 2021-2024	Gateshead Council	Current

Key programmes

Programme	Aim	Strategic Lead	Timeframe	Governance and reporting structures
Gateshead Cares Programme Areas. Each programme area will address health inequalities, prevention, integrating pathways and evaluating outcomes.				
Children & Young People: Best Start in Life / SEND	Adopting a system approach including: • Further improvements to the Local Offer • Increase co-production with our Children, Young People and Families, ensure that all the resources across the system are joined up • Develop and deliver training packages across health, education and social care	ICB CYP&F Lead		Health & Wellbeing Board SEND Board CYP MHLDA Board Gateshead Cares
Ageing Well – Adults & Older People: *Transformation of Home Care*	A vibrant Home Care Market will indirectly support the Health and Care system to achieve better outcomes for people in the community.	Director of Commissioning	End March 2024	Health & Wellbeing Board CMT
Transformation of Care Homes	A new model to deliver care home provision in Gateshead will enhance the quality of support for some of the most vulnerable adults, but also help shape how both residential and nursing care is developed and delivered over the next 10 years.	Director of Commissioning Director of Place	End March 2024	Health & Wellbeing Board? Joint Committee at Place?
Frailty (Prevention)	By reducing frailty and falls in older persons the programme aims to improve quality of life, reduce impact on care systems, reduce	NENC ICB		

Programme	Aim	Strategic Lead	Timeframe	Governance and reporting structures
	social isolation and enable people to live independently for longer. Includes embedding the delivery pathway for Strength and Balance referrals and continue to support and promote exercise for over 50's in all settings.			
Community Mental Health Transformation	Develop a coordinated local offer focussed on addressing the wider determinants of mental and physical health through building local capacity and opportunities in communities. The work aims to foster closer working and integration of clinical and non-clinical services, which includes and is informed by experts by experience and delivered through a skilled workforce.	ICB Mental Health Lead	End March 2024	ICB Executive Health & Wellbeing Board Gateshead Cares
Multiple & Complex Needs (people@theheart)	To ensure pathways join up and reduce duplication.			
Adult Social Care Business Plan (draft)	Sets out goals, actions and success measures for the next 12 months	Service Director Adult Social Care	April 23 -March 24	Transformation Board and GMT
Development of locality working	To develop and embed community development approaches and strengthen partnership work across the borough.	Service Director - Neighbourhoods and Localities	March 2024	Corporate Management Team / Senior Management Team / OSC Corporate Resources / Strategic Housing Board
Develop Neighbourhood Teams	To deliver a model of integrated care and support for people and communities with the aims of:	Director of Place		NENC Executive

Programme	Aim	Strategic Lead	Timeframe	Governance and reporting structures
	• Streamlining access to care and support • Providing proactive and personalised care through multi-disciplinary teams • tackle health inequalities Make best use of resources – money, people, buildings across primary care. local authorities and communities.			Health & Wellbeing Board

Create the conditions for fair employment and good work for all

Key drivers

Strategy	Status	Organisations involved	Timeframe	Governance and reporting structures	Key Aims
Corporate Commissioning & Procurement strategy	Agreed	Gateshead Council	2021/22 - 2026/27	See Key Drivers section, Enable all children, young people and adults to maximise their capabilities and have control over their lives	
Gateshead Council Workforce Strategy	Current	Gateshead Council	2022-2025		To be an employer of choice. With quality services delivered by a flexible workforce which is healthy, engaged, motivated and who Thrive Through Work

Other relevant strategies

Targeted strategies

Strategy	Lead	Status
SEND Strategy	Gateshead Council/Education Gateshead	Current

Topic-based strategies

Strategy	Lead	Status
Strategic Economic Plan	NELEP	Current
Northern Powerhouse Strategy for the North	National government	Current
Recovery & Renewal Plan for the North East	LA7 & NELEP	Current
Newcastle Airport masterplan – connecting the North East to the world	LA7	Current
North East Bus Service Improvement Plan	Transport North East	Current
Modern Slavery Concept of Operations	Gateshead Council	Current
Apprenticeship strategy (internal)	Gateshead Council	Current
Culture Strategy	Gateshead Council	Requires updating

Key programmes

Programme	Aim	Strategic Lead	Timeframe	Governance and reporting structures
Economic Development Strategy Programmes	The intention is to establish work programmes aligned to the Policy Objectives in the following way (these will be defined as part of the production of a Delivery Plan this financial year). • Building an Economy of the Future – a work programme for each of the challenges/opportunities e.g. digital, green, visitor, local • Supporting Businesses • Helping People	Strategic Director, Economy, Innovation and Growth	Long term with regular reviews	Programme and project boards

Programme	Aim	Strategic Lead	Timeframe	Governance and reporting structures
	• Shaping Future Places • Improving Connectivity			
Community Wealth Building	Community Wealth Building is a new people-centred approach to local economic development, which redirects wealth back into the local economy. It uses combined power of anchor institutions to retain as much wealth as possible in the local economy, whilst creating local opportunities, new jobs, and new enterprises.	Strategic Director, Corporate Services and Governance	Ongoing	
UK Sharing Prosperity Fund	The UKSPF Investment Plan supports the Economic Development Strategy and its five objectives and has identified priority interventions and activities that can be delivered between now and March 2025. There are 3 investment priorities: • Communities & place • Supporting local businesses • People & skills	Strategic Director, Economy, Innovation and Growth	Up to March 2025	Cabinet
Gateshead Independent Volunteer Centre	For Gateshead residents, to provide opportunities that help people to find purpose, build skills and confidence, and increase wellbeing by promoting volunteering opportunities. For Gateshead organisations, to promote volunteering opportunities and to provide peer support around managing volunteers.	Connected Voice Service Director, Voluntary and Community Sector Development	Opened April 2022	

Ensure healthy standard of living for all, in accordance with international law on economic and social rights

Key drivers

Strategy	Status	Organisations involved	Timeframe	Governance and reporting structures	Key Aims
Corporate Commissioning & Procurement strategy	Agreed	Gateshead Council	2021/22 - 2026/27	See Key Drivers section, Enable all children, young people and adults to maximise their capabilities and have control over their lives	

Other relevant strategies

Targeted strategies

Strategy	Lead	Status
Apprenticeship Strategy (internal)	Gateshead Council	Current
Homelessness and Rough Sleeping Strategy 2022-2027	Gateshead Council	Current

Topic-based strategies

Strategy	Lead	Status
Recovery & Renewal Plan for the North East	LA7 & NELEP	Current
Fuel Poverty Plan	Gateshead Council	In development

Key programmes

Programme	Aim	Strategic Lead	Timeframe	Governance and reporting structures
Economic Development Strategy Programmes	See Key Programmes - Create the conditions for fair employment and good work for all			
Community wealth building	See Key Programmes - Create the conditions for fair employment and good work for all			

Programme	Aim	Strategic Lead	Timeframe	Governance and reporting structures
UK Shared Prosperity Fund	See Key Programmes - Create the conditions for fair employment and good work for all			
Warm spaces initiatives	To create a network of Warm Spaces, a group of places where Gateshead people can come together to stay warm, perhaps enjoy a cup of tea and a biscuit and be treated with dignity and respect.	Service Director, Voluntary and Community Sector Development		

Create and develop sustainable places and communities

Key drivers

Strategy	Status	Organisations involved	Timeframe	Governance and reporting structures	Key Aims
Corporate Commissioning & Procurement strategy	Agreed	Gateshead Council	2021/22 - 2026/27	See Key Drivers section, Enable all children, young people and adults to maximise their capabilities and have control over their lives	
Gateshead Climate Change Strategy	Agreed	Lead: Gateshead Council			• By 2030 we will have achieved our commitment to making Gateshead carbon neutral, organisations will be working together in a combined effort to reduce carbon emissions. • Opportunities in the 'green economy' will be realised within the businesses benefiting from sustainable growth. • Our community will have healthier and more active lifestyles, improved access to nature, cleaner air, warmer homes with lower

Strategy	Status	Organisations involved	Timeframe	Governance and reporting structures	Key Aims
					energy bills and better access to local services. • We will have supported our community through this change, and we will reduce inequalities across the borough, enabling everyone to thrive.
Northumbria Police Neighbourhood Strategy 2020-25	Current	Northumbria Police	2020-25		We are determined to keep our communities safe; supportive and inclusive of our diverse communities; passionate about our region; dynamic in our approach to understanding and solving problems and proud of what we do.
Northumbria Police Crime Prevention Strategy 2020-25	Current	Northumbria Police	2020-25		Fewer victims, fewer offences, and less demand on policing achieved by addressing the causes of crime, utilising sophisticated partnership oriented problem solving.

Other relevant strategies

Targeted strategies

Strategy	Lead	Status
Supplementary Planning documents	Gateshead Council	Current
Tenancy Strategy	Gateshead Council	Agreed
Specialist and Supported Accommodation Strategy	Gateshead Council	To be agreed
Zero Carbon Heat Strategy	Gateshead Council	Current
Chopwell Plan	Gateshead Council	Current

Topic-based strategies

Strategy	Lead	Status
Green Infrastructure and Delivery Plan	Gateshead Council	Draft
Climate Emergency Action Plan	Gateshead Council	Current
Gateshead Cycling Strategy	Gateshead Council	Current
Gateshead Local Cycling and Walking Infrastructure Plan	Gateshead Council	In development
Highways Asset Management Plan	Gateshead Council	Current
Physical Activity Strategy	Gateshead Council	Current
North East Bus Service Improvement Plan	Transport North East	Current
Newcastle Airport masterplan – connecting the North East to the world	LA7	Current
Housing Development Strategy and Delivery Programme 2022-2025	Gateshead Council	Current
Early Intervention Strategy 2021-25	Northumbria Police	Current
Northumbria Police Serious Violence and Homicide Strategy 2021-25	Northumbria Police	Current
Hate Crime Action Plan	Northumbria Police	Current

Key programmes

Programme	Aim	Strategic Lead	Timeframe	Governance and reporting structures
Economic Development Strategy Programmes	See Key Programmes - Create the conditions for fair employment and good work for all			
UK Shared Prosperity Fund	See Key Programmes - Create the conditions for fair employment and good work for all			
Development of local working	See Key Programmes - Enable all children, young people and adults to maximise their capabilities and have control over their lives			
Active Travel Social Prescribing Pilot	To create the conditions that support those living in the most economically challenging	Director of Public Health	April 2023-April 2025	Strategic and Operational multi-agency

Programme	Aim	Strategic Lead	Timeframe	Governance and reporting structures
	areas of Gateshead to participate more frequently in active forms of travel, increasing their level of physical activity, and improving their health and wellbeing.			project groups formed to steer and oversee the project. Regular reporting through mechanisms established by Active Travel England (ATE). Cabinet approval sought and a further update to be provided once project established.

Strengthen the role and impact of ill health prevention

Key strategic drivers

Strategy	Status	Organisations involved	Timeframe	Governance and reporting structures	Key Aims
Children & Young People's Strategy	In development	**Lead:** NENC ICB			
Children and Young People's mental health and emotional wellbeing transformation plan 2022/23	Agreed	Lead: NENC ICB Gateshead Cares Gateshead Council	2022/23	See 'Give Every Child a Best Start in Life' key drivers table.	

Primary Care Strategy and Delivery Plan	In development	NENC ICB	Strategy: 2023/28 Delivery Plan 2023/25		
Tenancy Strategy	Current	Joint Leads: Gateshead Council and the Housing Providers Partnership	2022-27		• To set out our expectations for our partner registered providers when formulating their own housing policies. • To provide a clear development mandate across the borough and specifically with areas subjected to local plans. • To assist affordable housing developers to understand what the council requires of social housing landlords who own, let and manage stock • To ensure that the supply of affordable housing is genuinely affordable and built to a good standard to meet the needs of local residents, specifically of those on low income. The development of this supply will be linked to the aims set out in the housing strategy in response to climate and net zero. • To support communities to thrive through the creation of sustainable social housing offers. • To meet housing need, whilst recognising that need changes and evolves and the service needs to be able to flex with that evolution.

Other relevant strategies

Targeted strategies

Strategy	Lead	Status
Homelessness and Rough Sleeping Strategy 2022-2027	Gateshead Council	Current
Homelessness Charter	Gateshead Council	Current
Specialist and Supported Accommodation Strategy	Gateshead Council	To be agreed
Children & Young People in Care & Care Leavers Strategy 2018-23	Gateshead Council	Current

Topic-based strategies

Strategy	Lead	Status
Gateshead's Substance Misuse Strategy 2017-2022	Gateshead Council	Current. To be updated.
Green Infrastructure and Delivery Plan	Gateshead Council	Draft
Gateshead Healthy Weight Declaration	Gateshead Council	In development
Contaminated Land Strategy 2020	South Tyne and Wear Waste Management Partnership	Current
Physical Activity Strategy	Gateshead Council	Current

Key programmes

Programme	Aim	Strategic Lead	Timeframe	Governance and reporting structures
Family hubs/Best Start in Life	See 'Create the conditions for fair employment and good work for all' key programmes.			
UK Sharing Prosperity Fund	See 'Create the conditions for fair employment and good work for all' key programmes.			
Housing Improvement Programme	Housing Improvement Programme • Homelessness and Allocations Review • Anti-Social Behaviour Review	Housing, Environment and Healthy Communities	Different programmes have	Housing Strategy

Programme	Aim	Strategic Lead	Timeframe	Governance and reporting structures
	• Housing Development Strategy • Home Improvement Agency • Locality Working Construction Services Improvement • Selective Landlord Licencing • Empty Homes • Older Persons Review • Specialist and Supported Needs Assessment and Strategy		different timescales	
Changing Futures Northumbria (Homelessness Prototype)	Gateshead is participating in the delivery of the Changing Futures programme aiming to improve outcomes for people experiencing multiple disadvantage, including homelessness. There are 3 aims: • Person – to stabilise and improve • Service – to transform local services • System – to test different approaches to funding between Central Government and the Local areas.		?	
Primary Care Networks (PCN) Additional Roles Reimbursement Scheme (ARRS)	To support core General Practice with diversification and expansion of workforce. Two specific roles in Gateshead currently feed in to ill health prevention with a more proactive and holistic focus (Social Prescribing Link Workers and Frailty nurses) but others will	Gateshead PCN Clinical Directors	Ongoing	Within PCNs

Programme	Aim	Strategic Lead	Timeframe	Governance and reporting structures
	contribute in part and new roles may develop under this scheme.			
Primary Care Networks Health Equity Forum	To delivery action within PCN areas to reduce inequalities based on local needs. Supporting the NHS focus on Core 20 plus 5.	GP Health Inequalities Clinical Fellow	Ongoing	Within PCNs

Part 3: Further action identified to support the policy objectives

Through the mapping exercise, partners have identified the following gaps and priority areas for further work. These will be further prioritised and relevant actions identified at subsequent meetings of the Health and Wellbeing Strategy Implementation Group.

In completing this exercise, we found that that:

- **Empowering the workforce** in delivering the Health and Wellbeing strategy and supporting their wellbeing through the cost-of-living crisis was a priority. It is also an opportunity to enable staff to support the strategy's delivery and enable them to do the right thing to help people in Gateshead thrive
- **Poverty** in its many forms was identified as a key driver of health inequalities. A need for an overarching strategy across the system was identified as a gap
- **Digital inclusion** was also identified as a driver of inequalities, with concerns raised about access to health and care services, learning, employment, advice and information and services for those digitally excluded. Action across the system is needed.

- **Working and engaging with communities** in a meaningful way cuts across policy objectives. There is an opportunity to develop our approach to working with and empowering communities, building on community-centred approaches, assets, and the Voluntary and Community Sector (VCS), as a system. This could include methods such as co-production and asset-based approaches. How this links with locality-based working was highlighted as an area could be further explored. Children and young people need to be included through this work.
- **How we prioritise resources against evidence-based need** also came through strongly, with the need to use and share data to support longer-term prevention, acknowledge complexity within indicators and measures, and increasing understanding of where we can make a difference. {UPDATE: Capturing evidence of impact to influence decision makers elsewhere -
- **Childcare** was identified as an issue across several of the Health and Wellbeing policy objectives. There is not currently a childcare strategy in place for Gateshead. The most recent report on childcare sufficiency found that provision appeared sufficient, however, this does not mean all needs are met and childcare costs rose higher than inflation. Further information on this topic is needed in terms of how it impacts health and inequalities across the borough.
- **Additional learning and gaps identified** included:
  - Capturing the strategies and work of the system
  - Perceptions around public sector pay and conditions impacting retention and recruitment
  - Strategies e.g. Climate Change and the Apprenticeship strategy could be broader to include partners e.g. a shared public sector approach on big issues
  - Tension between acute issues e.g. cost-of-living crisis, hospital waiting times, and maintaining focus on long-term prevention.

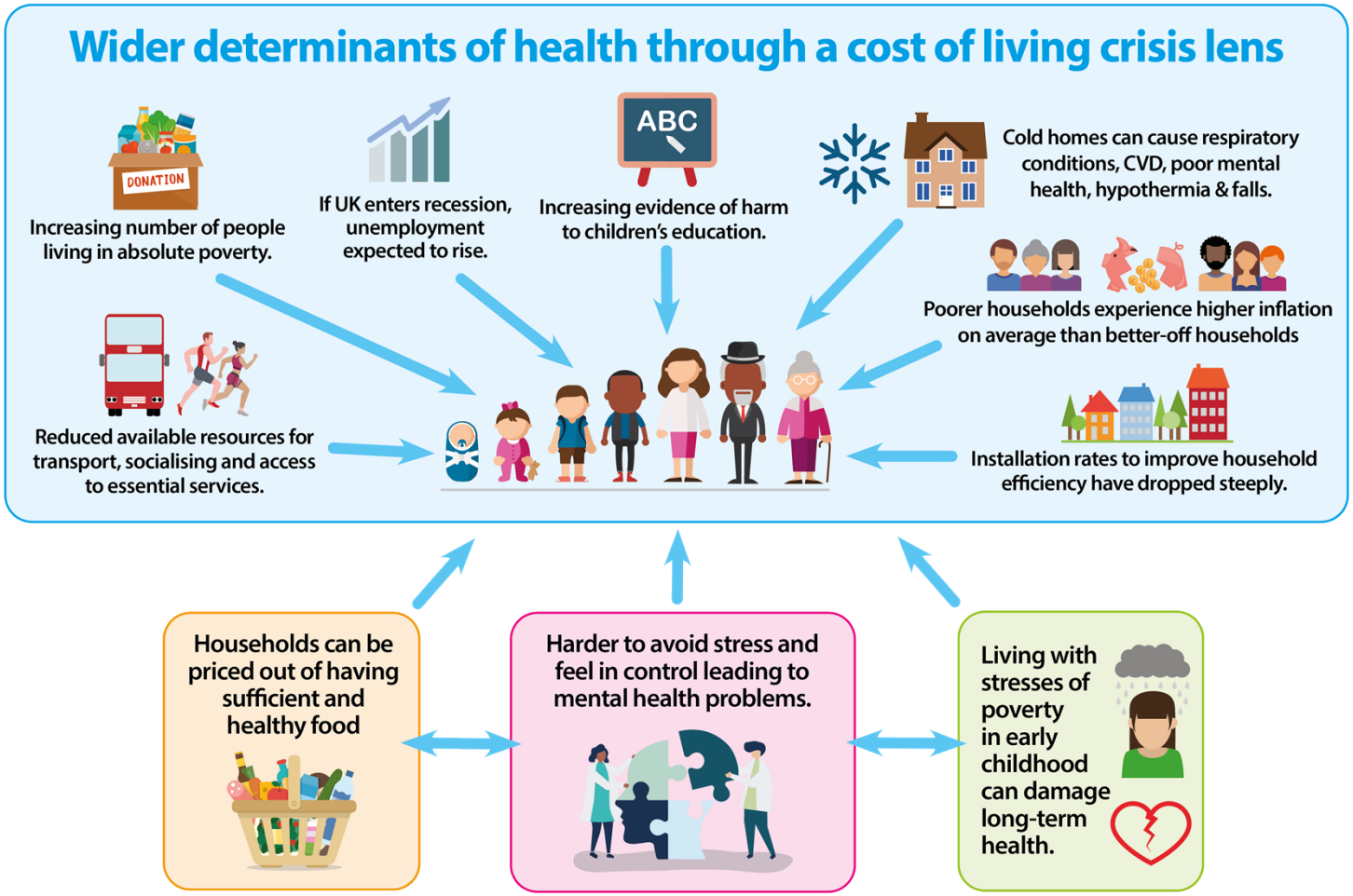
Some of these areas are already captured within the cross-cutting implementation work. But areas where further action would help support the aims and policy objectives of the Health and Wellbeing Strategy are set out here.

1. Addressing Poverty

Financial hardship can have a long-term impact on health through chronic stress, reduced opportunities and resources, access to healthy food and secure, stable, and good quality homes. The impact of poverty is far reaching, and as well it's negative impacts on health, it also has negative consequences for crime, education, and social mobility. The impact of poverty can be felt across a lifetime and can have long-term effects on child development.

The cost-of-living crisis through 2022-2023, has worsened the situation for people who were already vulnerable because of the pandemic. Costs have been increasing across utility bills, food and drink, and housing for mortgages and rent. Wages have not kept pace with increasing living costs and those on the lowest incomes are disproportionately affected as a greater proportion of their income is spent on these essentials, making it difficult to cut back, whilst also being less likely to access cheaper deals. For example, those on the lowest incomes are more likely to buy budget brands when grocery shopping which have increased in price at a greater rate than premium brands. They are also less likely to have the income to buy and invest in products that help save money in long run, such as cooking appliances and other energy efficiency measures.

The cost-of-living has increased for three out of four adults in the UK (ONS, 2022). National research has found that a greater proportion of adults are experiencing food insecurity than before the pandemic, with 3 in 10 people reporting they cannot afford balanced meals, and 1 in 10 reporting being hungry in the last month due to lack of money (Resolution Foundation, 2023). Child poverty has increased, with 28.9% of children under 16 years, estimated to be living in relative poverty in Gateshead in 2020/21.



The issue of poverty cuts across the policy objectives of the Health and Wellbeing Strategy, acting as both a barrier to achieving them, and with solutions to help address the causes and impacts of poverty found within them. Our work on the Health and Wellbeing Strategy Implementation approach and plan can help provide a catalyst for collaboration, partnership, and action across

organisations locally to help address this issue. This work will help provide strategic direction and linkage across key areas including food insecurity, fuel poverty, income maximisation, and employment.

Overarching Outcomes

- The health impacts of poverty are identified and mitigated across the life-course
- All working age residents receive a living wage that considers the true cost of healthy living
- Individuals and families are supported to have the best possible financial wellbeing, to access debt and social welfare advice, to maximise household income and improve financial management skills

Addressing Poverty Action Plan

Objective	Actions	Lead	Resources required	Timeframe	Outcome
Provide targeted support for people struggling with poverty	• Co-ordinate and develop local strategic commissioning and operational structures to coordinate services designed to alleviate poverty. • Review related grants and funding streams available and develop a more joined up person centred approach • Improving access by maximising the accessibility of services so that those in the greatest need can be reached. • Promote information, advice and support to service users and professionals. • Continue to invest in advice, information and guidance with a strong emphasis on income	Service Director, Voluntary and Community Sector Development working with strategic leads across partners	Staff time and capacity Budget	2023-26 TBC	Residents will be able to access essential services on a channel and at a time that suits their needs. Residents and frontline staff will know what services are available, how to signpost and refer. People who live, work or study in Gateshead have access to good quality, advice,

Objective	Actions	Lead	Resources required	Timeframe	Outcome
	maximisation and money problems. • Undertake analysis of those approaching the Council for financial support to understand their needs.				information and guidance.
Develop local support and food networks to reduce food and fuel poverty	• Improve connectivity and collaboration in relation to food insecurity, food waste, fuel poverty and energy efficiency. • Develop local support and food networks to reduce food and fuel poverty. • Increase the uptake of Healthy Start vouchers and free school meals. • Explore the potential for moving towards free school meals for all children regardless of income. • Review the impact and effectiveness of the Warm Spaces initiative to inform further development and investment.	Service Director, Voluntary and Community Sector Development working with strategic leads across partners	Staff time and capacity	2023-26 TBC	Duplication will be reduced; our approach will be consistent and resource will be maximised. Residents at risk of crisis will have access to emergency food and fuel. More pregnant women and parents with children under 4 years of age can buy milk or fruit and receive free vitamins. More children receive a healthy breakfast and lunch, improving

Objective	Actions	Lead	Resources required	Timeframe	Outcome
					their health and educational attainment. Warm Spaces are a sustainable option for residents who are experiencing cold homes, loneliness and isolation.
Build the capacity of residents and communities	• Facilitate community action, volunteering and mutual support. • Continue to invest in and support the development of the Independent Volunteer Centre. • Raise educational attainment, aspiration and social mobility. • Support individuals and families in to work. • Seek ways to address the growing problem of social isolation and loneliness across all age groups.	Service Director, Voluntary and Community Sector Development working with strategic leads across partners	Staff time and capacity	2023-26 TBC	More people volunteer which improves loneliness, isolation and for those who want to work, it moves people closer to employment.
Campaign for long term change in government policy and practice	• Understand the breadth of data within local government and strategic partners, and any gaps that we need to close. • Use our data and insight to develop campaign themes. • Join forces with local advice agencies to support a benefit take-up campaign recognising there are millions of pounds of unclaimed	Service Director, Voluntary and Community Sector Development working with strategic leads across partners	Staff time and capacity	2023-26 TBC	We better understand what data we have, and any gaps we may need to close. We stop collecting any data that isn't useful to us, and we focus on the

Objective	Actions	Lead	Resources required	Timeframe	Outcome
	benefits Gateshead residents are missing. • Partner organisations understand the steps required to become a real living wage employer and identify actions needed to work towards this.				data that will make the biggest impact. Our campaign themes are evidenced and support our goal of reducing inequality and ensuring every resident has the opportunity to Thrive. Resident income is maximised and unclaimed benefits in Gateshead reduced. Our employees have a good standard of living and are able to make healthy choices.

2. Digital Inclusion

Digital inclusion is about having the skills and capabilities to be able to use digital devices such as the internet, smart phones and computers, having access to digital devices to be able to access services and information, and ensuring that digital services are designed to meet everyone's needs. Through the COVID-19 pandemic, we experienced the opportunities that digital services and

technology can bring, through to sending and receiving information on social media, to being able to book and access health and care appointments/support. For some people in our communities, this meant improved access to information and services, but for others who may not have the resources, the connectivity, and capabilities they need, it could create a barrier. We also know that the cost-of-living crisis is negatively impacting on peoples' ability to fund access to digital connectivity, although use of digital access can help reduce other costs/resources such as travel and time, and has a positive impact on carbon levels, (whilst appreciating that digital technology in and of itself has a carbon footprint). Specifically in terms of access to health and care services via digital routes it is also acknowledged that lack of health literacy can create a barrier for people; challenges with general literacy can create barriers to all digital routes, although with the right access tools, digital devices can improve access for those who require additional support.

In Gateshead, the Gateshead Cares Alliance has sponsored a digital inclusion programme, which is supported by the Council, ICB, Trust, VCSE, AHSN, LEP and industry partners. A Digital Inclusion Programme Manager has been appointed by Connected Voice (with funding from Gateshead Cares) and will commence in 2023. Their role will be to coordinate and connect with multiple partners across the Borough who are working in this space; to help identify and share good practice; connect with other places and systems to learn from their experience; bid for additional funding; improve our understanding of the reach and impact of digital exclusion in Gateshead; explore social value propositions relating to digital inclusion.

Overarching Outcomes

- Everyone can be an active part of their community
- Everyone can access the services they need in the community to enable them to thrive
- Inequalities in digital skills and resources are reduced, leading to a reduction in health inequalities.

Digital Inclusion Action Plan

Objective	Actions	Lead	Resources required	Timeframe	Outcome
To identify need in relation to digital exclusion to	• Identify data, intelligence, stakeholders, and research that helps us understand need and populations affected by digital exclusion.	Digital Inclusion Programme Manager working with strategic leads in key areas including:	Staff time To be determined	2023-26 TBC	The groups and communities who face digital exclusion are identified and their

Objective	Actions	Lead	Resources required	Timeframe	Outcome
better understand where to target initiatives	• Work together as partners across the system to understand where digital exclusion may act as a barrier to achieving the health and wellbeing strategy policy objectives, access to services, and reducing inequalities in Gateshead. • Identify interventions and initiatives that can be utilised to reduce digital exclusion.	Health Care Libraries Resources and Digital Economic Development			needs are understood and used to inform development of plans and interventions.
To join up and work collaboratively on digital exclusion to maximise use of resources and systematically address digital exclusion across policy objectives.	• Hold a cross stakeholder session to look at the role different services and sectors could play to learn from best practice, maximise use of resources, and take forward actions to reduce digital exclusion. • Consider use of the Local Government Digitalisation Almanac as a resource and guide to support partners to support collaboration and action on digital inclusions.	Digital Inclusion Programme Manager working with strategic leads in key areas: Health Care Libraries Resources and Digital Economic Development	Staff time To be determined	2023-26 TBC	Initiatives and interventions to reduce digital exclusion are joined up, with best practice identified and shared, to maximise use of resources and impact.
Understand the reach and effectiveness of interventions to address digital exclusion	• Consider interventions through an inequalities lens, identifying barriers and evaluating interventions and programmes against this. • Build in approaches for reflection and learning to understand impact and effectiveness, and continuous quality improvement.	Digital Inclusion Programme Manager working with strategic leads in key areas: Health Care Libraries	Staff time To be determined	2023-26 TBC	Learning and evaluation is in place, enabling us to measure our progress, understand our reach, and the impact of this work.

Objective	Actions	Lead	Resources required	Timeframe	Outcome
		Resources and Digital Economic Development			This is used to inform ongoing practice.

3. Whole System Approach to Children and Young People's Emotional Health and Wellbeing

Whilst children and young people were at lower risk directly because of COVID-19, the measures that were put in place to control the virus and subsequent impacts of lost learning, social and developmental opportunities, along with the increased financial pressure experienced by many families, could have significant impacts for health and wellbeing. Gateshead's Director of Public Health Report 2020-21, Behind the Masks, identified that children and young people experienced significant disruption to their lives at key stages in their development and the need to focus on how we support our children and young people to recover, if we are to limit the impact into the future.

Since the pandemic we have seen:

- Increasing levels of children living in poverty
- Increases in persistence absence from school among secondary school age pupils
- Increased number of children with identified special educational needs
- An increase in the number of children in care
- Increased hospital admissions for self-harm among teenagers and young people.

Like other age groups, children and young people's health is influenced by multiple factors which may include poverty, trauma, abuse, bullying, and family difficulty. We cannot treat young people and expect them to get better, whilst they continue in the conditions that led to them becoming unwell. Action is needed across all six policy objectives to improve these conditions for children and young people too. To support this, a whole system approach is needed to address the determinants of child health, with collaboration between the NHS, housing, education, public health, social services, voluntary and community organisations, community safety, police, and youth justice sectors.

Overarching outcomes

- The circumstances which result in adverse childhood experiences are prevented
- All permanent school exclusions are prevented
- All young people are resilient, with good physical and mental health and wellbeing
- All young people are ready and appropriately skilled for the workplace
- parents can access support proportionate to meet their needs, to be the best parents they can
- Gateshead is a positive place in which everyone's mental health and wellbeing can flourish.

Whole System Approach to Children and Young People's Emotional Health and Wellbeing Action Plan

Objective	Actions	Lead	Resources required	Timeframe	Outcome
Understand the root causes of increasing levels of poor mental health and wellbeing among young people, including the full causal pathway for emotional health and wellbeing for girls and young women,	• Conduct a Child and Adolescent Mental Health Needs Assessment to identify root causes of poor mental health and wellbeing and make recommendations for practice to support prevention and early intervention. • Share the learning and recommendations from the Health Needs Assessment among partners in the system.	ICB Public Health and Wellbeing Children's Services Community Safety	Budget	2023-2024	The root causes of children and young people's emotional health and wellbeing are understood and mapped against current services and provision.

Objective	Actions	Lead	Resources required	Timeframe	Outcome
so that we can intervene and prevent self-harm.					
Continue to build and develop a whole systems response across sectors	• Conduct a deep dive into the current system in relation to the HNA recommendations, with the aim of reducing inequalities and improving wellbeing through a whole system approach. • Include the HNA recommendations within this action plan to support implementation and monitor progress as part of a system response across settings. • Ensure strategy, plans and programmes for children and young people are driven by the Health and Wellbeing Strategy. • Develop a youth strategy for Gateshead to ensure coordinated action and delivery across sectors	ICB Implementation Group Public Health and Wellbeing Children's Services Community Safety Neighbourhoods	Staff time and capacity	2023-2025	Organisations and services in Gateshead work together to embed the Health and Wellbeing Strategy into their work, taking an equitable, whole-system, preventative approach to children and young people's emotional health and wellbeing.

4. Affordable, Accessible Childcare

Childcare acts as an enabler across a several Health and Wellbeing Strategy Policy objectives. Early years provision, delivered through childcare settings, helps provide a foundation for Best Start In Life, providing social, learning and developmental opportunities. When childcare is accessible and affordable, it helps parents access employment, providing the whole family with income that provides resources for a healthy life. As identified in Gateshead's Director of Public Health annual report, Mind the Gap, the cost of childcare can be a barrier to employment, particularly for single parent households, where the cost of childcare can outweigh their wages.

In Gateshead, the childcare sufficiency assessment (2021) found that there appears to be sufficient childcare places in Gateshead, however, the needs for all parents/carers may not be met if they work outside of core hours or have unusual patterns, such as shift workers or those working in health and social care. It identified that the number of two year olds eligible for a funded place is reducing, both due to a declining birth rate and as a result of earning eligibility thresholds (£15400) not increasing in line with earnings growth. This risks the sustainability of provision. Uptake of eligible funded places is high in Gateshead.

The cost of childcare has been increasing in Gateshead. In the North East, full time nursery fees for a child under 2 are on average £238.03 per week, equivalent to 45% of a man's average salary in Gateshead and 59% of a woman's average salary in Gateshead.

Director of Public Health annual report, Mind the Gap, recommended that we advocate for childcare to be more affordable so that women have the choice of returning to employment and that we should work with employers to encourage flexible working practices, for both males and females, and positively demonstrate how this can be successfully achieved.

Overarching outcomes

- All children start school ready to learn
- Affordable childcare is accessible to those who need it

Affordable, Accessible Childcare Action Plan

Objective	Actions	Lead	Resources required	Timeframe	Outcome
Build the evidence base on childcare as enabler for the health and wellbeing strategy	• Work with research partners and local organisations to identify barriers and solutions to affordable and accessible childcare locally.	Implementation Group	To be determined	2023-2025	Research findings support us to understand and describe the impacts of childcare on health, and the opportunities to take this work forward.

Objective	Actions	Lead	Resources required	Timeframe	Outcome
Identify opportunities for a whole system approach to childcare provision locally	• Hold a cross stakeholder session to look at the role different services and sectors could play to help enable affordable and accessible childcare provision such as apprenticeships, neighbourhood planning, economic development, transport. • Consider childcare in relation to anchor institutions in the Borough, involving staff to understand childcare needs and lived experience and considering ways these can be supported through co-design and as employers • Identify and agree a set of actions to support this work going forward, incorporating these into the Health and Wellbeing Strategy Implementation plan going forward.	Implementation Group with strategic leads for key areas including: Early Years and Education Economic Development Neighbourhoods Planning Transport Human Resources and those working on anchor institutions	Initially staff time and capacity Potential resources required for any facilities for any specific initiatives identified and agreed for staff within organisations	2024-2026	The agenda is owned across sectors, each considering their role, and identifying opportunities for action Childcare support becomes more accessible for a greater range of people supporting access to employment and best start in life.
Communicate the evidence base and advocate for affordable, accessible childcare	• Incorporate the learning and evidence base on this work into the overarching communications plan for the Health and Wellbeing Strategy.	Communication leads	Staff time	2023-2027	We are able to use our learning to advocate for changes to national policy to improve access to overt

Appendix 1: Our Health and Wellbeing Partnership

Organisations involved in developing and delivering this work:

- Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust (CNTW)
- Connected Voices
- Gateshead Council
- Gateshead Health NHS Foundation Trust
- North East North Cumbria Integrated Care Board
- HealthWatch
- Gateshead Cares System Board
- Northumbria Police
- Primary Care Networks

Appendix 2: Our Policy Objective strategic maps

[These will be linked electronically when published online.]