




Northumberland Inequalities Plan

Bringing people, place and policy together

2022 - 2025



There is a common purpose and ambition to reduce inequalities in Northumberland. Solid foundations are in place from which to build on and there is a strong commitment to do more to empower communities, to take proactive action and to maximise the ways we work together to bring about meaningful change.

Change at this scale is only possible if there is a movement of action from senior leaders to front line staff and we have a different relationship with our residents which is one of equity. This requires system-wide engagement, collaboration, trust, and commitment; an approach where partners develop and implement different ways of working, have different conversations and develop different and more equitable, relationships to create a system, including communities and residents, in which everyone has a responsibility to make change happen.

Northumberland Inequalities Plan 2022 - 2025 'Bringing People, Place and Policy Together' is a 3-year Plan which has a clear focus on culture and leadership change.

The plan was developed by senior leaders from Northumberland County Council, NHS, voluntary and private sector and businesses, who worked together to ensure the plan sets out how we can collectively take a community strengths and asset-based approach to tackle inequalities.

In implementing this Plan, we will work together as a Northumberland system, to create and enable the conditions necessary to foster 'at scale' transformation and a system-wide culture shift towards community-centred, strengths-based approaches, ensuring we have a shared understanding and approach to tackling inequalities.

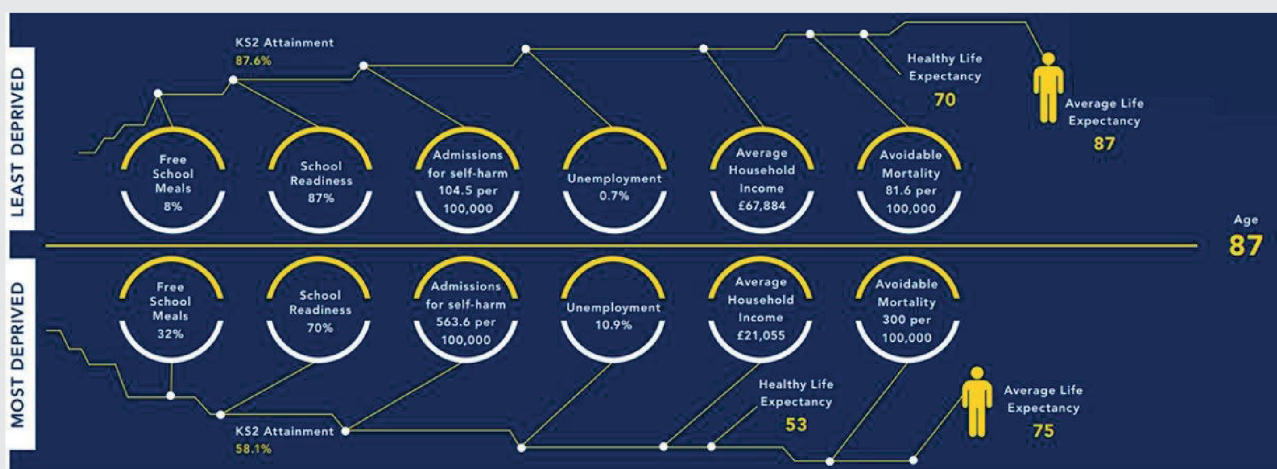
Purpose - why we are doing this

People in the most deprived communities in Northumberland have shorter healthy lives than those in our least deprived. By reducing societal inequalities people will be able to live a healthy and happy life for longer.

In the poorest parts of Northumberland, residents are dying earlier than they should and spending longer living in poor health. If we want all our communities and residents to thrive, the right building blocks need to be in place, for instance, stable, high-quality jobs, good education, and high-quality housing. For some communities however, those blocks are missing, and we need to address that.

Figure 1. shows the inequalities which exist across the life course for a range of indicators across Northumberland communities.

Figure 1. Inequalities across the life course.



Source: Northumberland Public Health Team

- Residents in our most deprived communities have an average life expectancy of 75 years compared to 87 years in the least deprived; 12 years more of life if you have the benefits that come with the lowest levels of deprivation.
- There is a 17-year age gap in good health (healthy life expectancy) between those living in the least deprived areas and those living in the most deprived communities; 70 years of living in good health compared to 53 years.

The most up to date data and recent trends showing detailed information across a range of metrics can be found in Northumberland's Joint Strategic Needs and Assets Assessment [Northumberland County Council - Joint Strategic Needs and Asset Assessment \(JSNAA\)](#)

Objectives - what we will do

As a system, we will take a community-centred and strengths-based approach, blending community strengths with strategic policy – bringing people, policy and place together, to close the inequalities gap and increase healthy life expectancy by:

1. Improving our understanding of inequalities at a neighbourhood level
2. Changing the way we work as organisations, how we work together and how we work **WITH** communities
3. Building on the strengths of communities and support them to take meaningful local action

How we will do this:

Five key principles underpin delivery of Northumberland's community centred, strengths-based approach to closing the inequalities gap. To ensure a community centred, strengths and asset-based approach is central within this, we will ask three screening questions in all that we do.



Outcomes - How we will know we have made a difference.

The actions within Northumberland Inequalities Plan are delivered across five key themes:

1. Residents voice is equal to data
2. Workforce development and coordination
3. Developing, commissioning, and delivering services differently
4. Everything through an inequalities lens
5. Maximising our civic level responsibilities

All actions have outcomes and a timeframe assigned to them. These are detailed in **Northumberland Inequalities Plan Action Plan** from page 7.

Delivering the supportive, enabling culture-change actions within the themes of

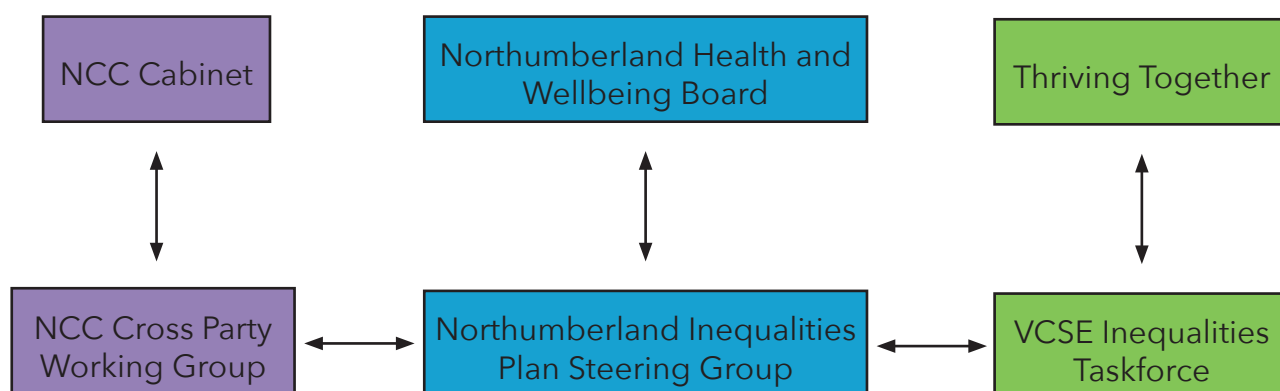
Northumberland Inequalities Plan provides the opportunity to create and embed the conditions needed to underpin longer term change. Delivery of the actions within this Plan will support delivery of:

- key system metrics, within individual corporate and organisational plans
- the refreshed Northumberland Joint Health and Wellbeing Strategy
- our longer-term ambition to demonstrate impact aligned to the policy objectives that require action to reduce health inequalities set out by Professor Sir Michael Marmot in *Fair Society, Healthy Lives* (2010), *Health Equity in England: The Marmot Review 10 Years On* (2020) and *Build Back Fairer The COVID-19 Marmot Review* (2020):

Governance

Northumberland Inequalities Plan is governed by Northumberland Health and Wellbeing Board. A multi-agency, Inequalities Steering Group has been convened to oversee, support and guide implementation.

This group is the reporting mechanism for the Inequalities Plan to Northumberland Health and Wellbeing Board.



A cross-political-party Members group has been convened within Northumberland County Council to provide:

- Assurance that the Tackling Inequalities priority within Northumberland County Council Corporate Plan is being delivered
- Longer-term political commitment to Northumberland Inequalities Plan
- Support and challenge to Northumberland Inequalities Plan, specifically, the poverty and hardship component of it.

A Voluntary and Community Sector Task Force has been convened with representation from different Thriving Together¹ networks across Northumberland to ensure the widest reach and involvement of the VCSE and Faith sectors. This group provides steer and challenge for Northumberland Inequalities Plan. This group has identified actions within the Plan that the VCSE sector will lead delivery of.

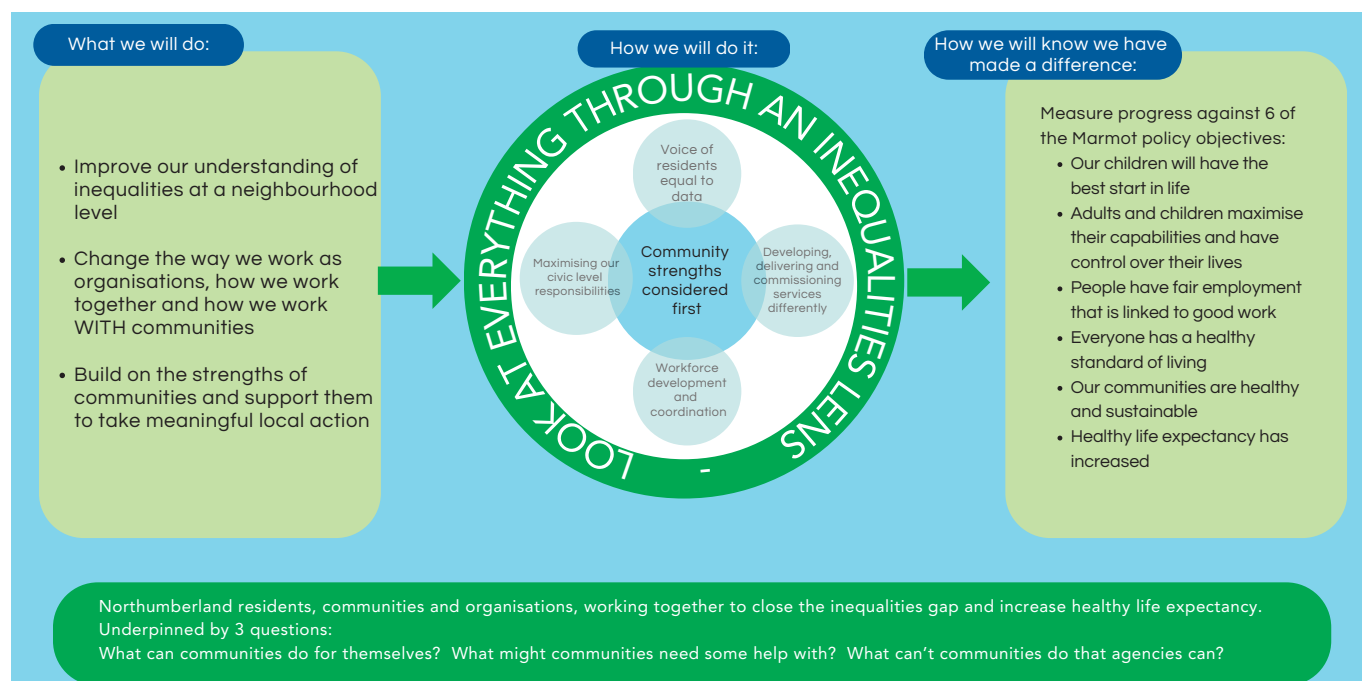
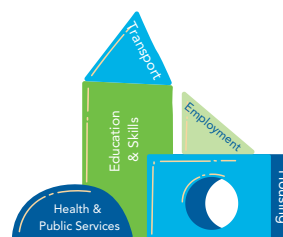
Northumberland Inequalities Plan



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Why we are doing this

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¹ Thriving Together is commissioned by Northumberland County Council to provide the VCSE support. Thriving Together aims to bring the voluntary, community and social enterprise sector together to make a positive impact on the lives of Northumberland residents.

Northumberland Inequalities Plan Action Plan

Short term leadership and culture change, enabling actions embedded by 2025

Theme 1: Resident's voice equal to data			
Action	How measured	Who	When
Residents survey for the system	Statistically relevant returned survey	Northumberland County Council (NCC) and partner organisations	Spring 2023
Community researchers to work into neighbourhoods to run focus groups in addition to resident's survey to ensure reach and diversity of voice	Community representatives trained in community research All dimensions of inequalities reached through focus group community conversations	Thriving Together Healthwatch Northumberland NCC Integrated Care Board (ICB)	Spring 2023
Develop neighbourhood networks/ forums combining, where relevant, with existing forums	Grow representation on town boards to better reflect community Community connectors / builders / locality coordinators to attend ABCD training	Regen NCC NCC Northumberland Communities Together (NCT) Primary Care Networks (PCN) Social prescribers Thriving Together	Ongoing through 2023/24
Develop a system wide intelligence strategy	System strategy signed off and operationally being implemented	System partners	Summer 2023
Work across the system to ensure Axiom as the shared 'data lake' is implemented and delivering for population health management (PHM)	Axiom all signed off through information governance and operationalised	ICB North of England Commissioning Support (NECs) NCC	Summer 2023
Update the joint strategic needs assessment (JSNA) with locality/ neighbourhood level life course infographics and incorporate an Assets and Priorities assessment	Review which indicators can be updated and developed as refreshed dashboard	NCC Public Health	Spring 2023

Theme 2: Workforce development and coordination			
Action	How measured	Who	By When
System senior leaders and key influencers to have dialogue with Cormac Russell	Delivery of hearts and minds sessions to build a scale of understanding of ABCD	NCC Public Health to coordinate	Spring 2023
Community animator roles - Multi agency training on ABCD approach	5 cohorts of 20 multi-disciplinary front-line practitioners trained and utilising new skills	NCC Public Health to coordinate with Cormac Russell	Summer 2023
Improving communications within and across organisations so agencies and residents know what is on offer (complement Northumberland Front Line) but not only digital inclusion	Through community connectors and residents' groups and town and parish council networks	NCT Thriving Together Town and Parish Councils	Ongoing through 2022-2025
Theme 3: Developing, Commissioning & Delivering services differently (linked to NCC strategic change programme & ICB)			
Action	How measured	Who	When
Commissioning teams across NCC & ICB and Thriving Together and VCSE reps undertake <i>commissioning through a different lens</i> training with Cormac Russell	Delivery of 1 training programme for commissioning and procurement teams Contracting differently as a result	NCC ICB Northumbria Healthcare NHS Foundation Trust (NHCT) Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust (CNTW) Thriving Together Healthwatch Northumberland	Summer 2023
All developments and contracts to have ABCD embedded with community-based metrics alongside quantitative outputs	Sample of contracts and specifications to review if ABCD within and outcomes are being measured through an inequalities lens	NCC ICB NHCT CNTW Harrogate and District NHS Foundation Trust (HDFT) Thriving Together	Winter 2023/Spring 2024
Develop place based economic development which starts with understanding social inequalities	All bids for future funding to utilise the Place Standard tool as an approach to having conversations with residents and stakeholders	NCC Neighbourhood networks Residents North of Tyne Combined Authority (NTCA)	2023/24 and roll out as standard practice

Integrated working and pooling resources where relevant to do so - starting with best start in life and families as our "leading the way" example	CYP integration senior programme board established collaboration charter being implemented CYP integration forward plan being delivered alongside Family Hubs	NCC HDFT NHCT CNTW PCN Healthwatch Northumberland	2025/26
Consider what could communities/ residents offer first e.g., volunteering (The Northumberland Exchange), an informal book reading club also offering implicit mutual support to members and families (non-volunteering example)	Develop the volunteering infrastructure with the community connector/ builder programme Contract with neighbourhoods in a Northumberland Exchange - 'if we do this you'll do that'	Neighbourhood networks / residents forums Healthwatch Northumberland Town Boards Town & parish councils Health & Wellbeing Board partners (HWB) Thriving Together	2024/25
Pilot and evaluate a community wealth and equity building programme	Hyper local pilot in self-selecting neighbourhood and test and learn redistribution of resources and difference made	Neighbourhood network NCC Thriving Together Northumbria University	2024/25
Theme 4: Inequalities Lens			
Action	How measured	Who	When
All organisations adopt the 5 principles and 3 questions in all they do	All HWB Board members to include in their respective organisational values / mission statements and commission / contract / provide with these in mind	All HWB Board partners Voluntary Community and Social enterprise Sector (VCSE)	2024/25
Equity reviews as part of all action plans, strategy development, work programmes and adapt service delivery according to results (move beyond only equality impact assessment)	Processes changed for all plans and strategies and service reviews to include an equity audit and outputs and outcomes to reflect equity in access for all services	NCC ICB	2023/24

Joint working on improving feeling safe and being socially connected within communities. Again, using the three questions, recognising that communities have an active function in creating/producing safer environments.	Community safety partnership to come on board with inequalities plan	Community Safety Partnership Regen NCC Neighbourhood networks NCT	2023/24 and ongoing
Joint Health and Wellbeing Strategy indicators changed to closing the gap indicators and including a range related to social capital	Review current indicator list and where applicable develop closing the gap indicator dataset. identify and develop social capital indicators e.g. More connections at the local level? More associations active, more clubs and groups including traditionally marginal residents? See Safer and Stronger Communities Fund <i>Indicators of Strong Communities</i> (2006)	NCC Public Health	2022/23
Poverty and hardship action plan inclusive of fuel poverty implemented and monitored	Plan written Cross party members group established and monitoring plan	NCC Members	Autumn 2022/23
Theme 5: Maximising our civic level responsibilities			
Action	How measured	Who	When
Large employers (anchor institutions) maximise their corporate social value responsibilities - training and employing local people and procuring from local supply chains and encouraging local businesses.	HWB Board members to provide report into HWB Board on delivering against their responsibilities Better Health at work award social value evidence Businesses signed up to NTCA Good Work Pledge	NCC NHCT ICB CNTW HDFT TUC Large business	Forward plan programme during 2023/24 and then annually thereafter

Consider how we improve moving into/out of and around the County to maximise opportunities for education, employment, and physical health (transport equity audit)	Transport system leaders to sponsor the equity audit and will receive the recommendations Undertake health equity audit on transport inclusive of active travel, public transport, patient transport and community transport Recommendations owned by strategic commissioners and providers JSNA chapter written with recommendations	NTCA & Northeast Joint Transport Committee ICB NCC HWB Board NCC Cabinet	2024/25
Work with our small and medium size businesses to ensure staff wellbeing is considered to keep people in good quality work	Develop an employee assistance scheme for SME staff to support health and wellbeing. Evaluate implementation in two local areas	NCC Small and medium size enterprises (SME) NTCA	2024-2025
Improving our town centres as destinations for social connections and economic benefit	Build social connections as a core part of all town centre improvement plans	NCC Neighbourhood networks Town and parish councils	2024/25 and ongoing

