WELLBEING AND HEALTH THEME BOARD PLAN

2010 – 2013

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SECTION ONE

1. Introduction

This Theme Board plan is a three year plan which will be refreshed on an annual basis.

The programmes within this theme exist to manage the council led projects designed to support the outcomes described in the Wellbeing and Health Theme of the Sustainable Community Strategy (SCS) March 2010.

The SCS outcomes relevant to adult wellbeing and health and to which this programme contributes are shown overleaf.

The projects within this theme are those which are, in the main, delivered and led by the Council. However, many of the projects are delivered with involvement of key partners (particularly the NHS) where relevant to a particular project. There is PCT representation on the Theme Board which governs the programmes to ensure their full involvement in key projects.

Activities outside this programme governance designed to achieve the outcomes of the SCS theme are governed under other appropriate arrangements (e.g. service planning, partnership delivery boards etc); a delivery map has been developed which shows all these partnership activities, see below:

The projects governed within this set of programmes are just one of the delivery mechanisms.
**Adults Are Healthy**

- Adults have healthy lifestyles and avoid risky behaviours
- Adults are not harmed by alcohol, drugs and other substances
- Adults are physically healthy
- Adults are mentally and emotionally healthy and can deal with significant life changes and challenges
- Adults have help to prevent ill-health and long term care needs
- Adults have excellent quality treatment and care if needed
- Adults are safe from accidental injury and avoidable death

**Adults have a good quality of life**

- Adults have appropriate support to find and stay in a suitable home
- Adults have friends, family and support networks
- Adults can get out and about easily
- Adults have good quality services, facilities and activities within their neighbourhoods
- Adults enjoy creative, cultural, sporting and leisure activities
- Adults are, and feel safe in, their neighbourhoods with a shared sense of belonging
- Newcastle has quality homes that meet the range of people’s needs now and in the future.
- Newcastle has great parks, green spaces, heritage and cultural venues

**Adult make a positive contribution**

- Adults are law-abiding and engage in positive behaviours
- Adults contribute to their communities
- Adults are informed and empowered to shape the future of Newcastle and its neighbourhoods
- Adults ensure children and young people have a good quality of life
- Newcastle has a thriving voluntary and community sector

**Adults exercise choice and control**

- Adults are well informed about services, activities and opportunities
- Adults of all backgrounds are informed and empowered to engage in decision making about their lives
- Adults are in control of the services they need so they can live the life they want.
- Adults trust the institutions which have an influence on their lives

**Adults are free from discrimination or harassment**

- Adults have fair and equal access to places, buildings, services and opportunities
- Adults are safe from bullying, discrimination, hate crime and harassment
- Adults are included in their communities
- Adults live in mixed and diverse neighbourhoods where people get on well together
- Newcastle has the right physical and digital infrastructure that is inclusive
- Newcastle is a safe place to live, work, study and visit

**Adults have economic wellbeing**

- Adults are engaged in employment, education or training
- Adults have skills and knowledge relevant to current and future job market
- Adults are free from poverty and its impact
- Adults manage money well, plan for the future and access financial assistance, benefits, tax credits and other assistance when eligible

**Adults maintain personal dignity**

- Adults are treated and treat others with respect and dignity
- Adults have security, stability and are cared for
- Adults are safe from maltreatment, neglect, abuse and exploitation.
- Adults are protected from domestic violence, sexual violence and alcohol related violence
- Adults have a good end of life leading to a dignified death
2. Theme structure

The overall structure of the theme is:

<table>
<thead>
<tr>
<th>Adult Wellbeing and Health Theme Board</th>
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<tbody>
<tr>
<td>PPF Sub-Programme 1 Community Wellbeing</td>
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<tr>
<td>PPF Sub-Programme 2 Personalisation</td>
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<td>PPF Sub-Programme 3 Commissioning and Market Development</td>
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<td>PPF Sub-Programme 4 Operational Services</td>
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<td>PPF Sub-Programme 5 Housing and Welfare Benefits</td>
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<td>PPF Sub-Programme 6 Business and Resource Management</td>
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<td>JOINT STRATEGIC NEEDS ASSESSMENT</td>
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<td>Programme 7 Culture and Life Long Learning</td>
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</table>

2.1 Putting People First Programme

The six sub-programmes within this programme are in direct response to the social care reform agenda set out in Putting People First, (click here for web link to PPF) and are mainly resourced through the ring fenced, three year, social care reform grant. The key drivers for the Putting People First Programme are:

**Putting People First; a shared vision and commitment to the transformation of adult social care (2007),** a collaboration between Central and Local government, the sectors professional leadership and the regulator which sets out a shared vision and commitment to the transformation of Adult Social Care. See Appendix 1 for PPF milestones and click here for further details.
LAC (DH) (2008) 1(Transforming Social Care) and LAC (DH) (2009) sets out the Department of Health’s expectations for the reform of Adult Social Care Services. By 2011, all Councils with social services responsibilities will be expected to have made significant progress towards delivering personalised services which enable individuals or groups to develop solutions which work for them. Key components will include:

- Strategic shift of investment to prevention, re-enablement and early intervention
- Everyone eligible for statutory support having a personal budget, a clear and transparent allocation of resources, with many more people having the opportunity to take all or part of this budget as a direct payment

Click here for further details.

2.2 Joint Strategic Needs Assessment (JSNA)

This is the means by which PCTs and local authorities describe the future health and wellbeing needs of local populations and the strategic direction of service delivery to meet those needs. The Adult and Culture Services Directorate leads on the development and maintenance of the JSNA but it considers the needs of the whole population (i.e. adults and children). The JSNA is therefore of concern and assistance to the whole council when planning their services, in particular to Children’s Services when planning to meet the outcomes for children and families. The JSNA underpins the commitment to improve the seven outcomes for adults identified in Our health, Our care, Our say (2006). The JSNA is a statutory responsibility and further information can be found within the National guidance, Click here.

As the JSNA is the foundation upon which all the work carried out within this theme sits the JSNA project reports directly to, and is governed by, the Theme Board.
2.3 Culture and life long learning

This programme includes projects which are led and delivered by the Culture Division of the Adult and Culture Services Directorate which contribute to the SCS outcomes and the broader organizational objectives and strategic priorities, both corporately and divisional. Many of the projects contribute to the Putting People First agenda and are seen as key in widening access to cultural (in its widest sense) activities and creating strong communities. It is worth noting however, that the culture programme is not part of the PPF programme because it is not resourced by the SCRG, the projects within this programme are funded by the Council, and also a variety of other organisations such as the Arts Council and the Skills Funding Agency.

3. Timescales

This plan covers 2010 to 2013 and will be refreshed annually to reflect current initiatives and activities needed to meet the outcomes of the SCS.

The timescale for the social care reform element of this theme of work is driven by two key factors:

- The social care reform grant, a three year ring fenced grant (2008 – 2011),
- The Governments expectation that “significant progress” will have been made by 2011, this is further reinforced by the publication in September 2009 of a framework and set of key milestones to help local authorities’ measure progress and set priorities for the coming year. These key milestones have been set nationally and it is the intention of Newcastle that these will not only be met but exceeded, these are shown in Appendix 1.

A Putting People First timeline (see Appendix 2 for high level plan and below for more detailed plan) has been developed to demonstrate that the projects in the PPF programme meet the PPF milestones.
The timescale for the delivery of the other projects/programmes within this theme of work will vary according to priority, external factors and the scale and size of the change.

It is worth noting that this will be an on-going programme of work and once the aim of mainstreaming personalisation and self-directed support is realized there will continue to be projects in both social care, culture, libraries and life-long learning which will be needed to improve, or create new, services, respond to new legislation or guidance and deliver the on-going objectives of the SCS.

4. Governance arrangements

This theme is governed under Newcastle’s programme and project management arrangements. The management of the programmes within the theme is defined by “Managing Successful Programmes” (the programme management equivalent to Prince 2) as “the action of carrying out the coordinated organisation, direction and implementation of a portfolio of projects and transformation activities to achieve outcomes and realize benefits of strategic importance to the business”.

Within the Directorate the governance arrangements are at Theme, Programme and Project level, these are described more fully below. There are also governance by and links to external bodies;

**BMG resources sub-group**, this cross-cutting group meets monthly and ensures that corporate resources are aligned to key projects which are delivering on the outcomes outlined in the SCS, and acts in an assurance role. Only category A projects report to this group, for further information on categorizing projects and gateway approvals see below:
Wellbeing and Health Executive
The partnership is currently comprised of an executive and six strategic boards. The programme will liaise appropriately with partnership structures to make sure that the projects are inclusive of partners and appropriately incorporate and reflect partnership priorities.

Joint Newcastle City Council and Primary Care Trust Board
Newcastle City Council and Newcastle Primary Care Trust have established a Joint Board to better align and co-ordinate their resources. The aim is to achieve the joint priorities to improve health and wellbeing for the population of the City as identified by the Local Strategic Partnership in the Sustainable Community Strategy and Joint Strategic Needs Assessment. The Joint Board brings together representatives of the Council’s Executive and Senior Leadership Team and Newcastle Primary Care Trust’s Non-Executive and Executive Board members.

Whilst Newcastle City Council and Newcastle Primary Care already have close working relationships, this Joint Board will scrutinise, and facilitate the development of further joint arrangements such as strategic and financial planning, commissioning, service development, asset planning and the sharing of intelligence and data.

Whilst this board will not provide governance of projects there will be clear links between the work of the board and some projects. The board will receive reports from projects as and when appropriate.

4.1 Theme level
- The Theme Management Board supports the SCS theme lead in ensuring that coordinated programmes of activity are in place to deliver the
objectives of the SCS theme, alongside those of other significant initiatives (such as Putting People First). The board’s key functions are to ensure co-ordination between the programmes, maintain an overview of the project portfolios, and to align and review resources in order to deliver key priority projects. The Wellbeing and Health Theme Board meets bi-monthly and comprises of the following:

Executive Director of Adult and Culture Services (Theme Executive)
- Programme Directors for the 7 programmes within the theme
- Directorate Programme Manager
- External partner representative from Newcastle PCT and North of Tyne PCT.

4.2 Programme level

The programme board carries out the core portfolio management role, with responsibility for commissioning and managing a programme of activity to deliver a set of objectives and targets agreed with the Theme Management board.

The programme board will link closely with service planning to review “business as usual” service delivery and on-going quality improvement initiatives against objectives in order to specify projects which may be needed to address gaps or shortfalls in delivery. This will include identifying and evaluating opportunities against agreed priorities and available resources, setting targets and monitoring outcomes.

The programme board is responsible for overseeing delivery of the project portfolio, ensuring that projects deliver the agreed outputs and that appropriate resources are in place, conducting project and stage reviews at key milestones, and on-going monitoring of progress, issues, risks and budgets. The programme boards meet bi-monthly.

4.3 Project level

Most projects will report directly to the programme board, with on-going advice and assurance from the Directorate Programme manager, however, some larger, more
complex projects or projects with significant risks attached may require the establishment of a project board.

Project board membership and frequency of meetings will be agreed as and when a project board is established.
Section two – Programme definitions

Within this theme of work there are 7 programmes. This section gives a summary of the key focus of these programmes. For further details of the projects within each programme see Appendix 3.

Sub-Programme 1 – Community Wellbeing

Programme Executive: Colin Williams

This programme will oversee and co-ordinate the key activities that contribute to the “communities” theme within the SCS and related SCS priorities. These will include:
- Neighbourhood management, in particular, response to neighbourhood charters
- Development of Community Wellbeing Hubs with a particular focus on the role of Libraries,, Adult Learning and Community Arts
- Development of the annual community engagement plan, including oversight of the work commissioned from Peter Fletcher Associates
- Directorate contribution ot the Equalities framework
- Links to regeneration strategies
- Prevention commissioning strategies

The scope of this programme is all adults, regardless of eligibility for social care funding or level of need, the primary focus is on those with low level needs rather than those with complex or specialist needs.

Sub-Programme 2 - Personalisation

Programme Executive: Colin Williams

This programme is about the personalisation of services for those eligible for social care support as described in Putting People First. It aims to ensure that all those eligible for social care support have access to a personal budget and are helped to plan the support that best meets their needs and achieves the outcomes that they have identified.

This programme covers all adult service user groups and carers across the spectrum of need.
Sub-Programme 3 – Commissioning and Market Development

**Programme Executive:** Rachel Baillie

This programme is “outward facing” in that its primary focus is the provision of independent social care, support and preventative services, enabling, encouraging and assisting the market to be responsive to the needs of the population within the context of personal budgets. It also addresses the needs of all those involved in delivering social care support, whether paid workers or not, in the production of a people development strategy for the sector.

This programme covers the full range of service user groups.

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Sub-Programme 4 – Operational Services

**Programme Executive:** Cathy Bull

This programme focuses on two main areas;
The provision of in house services and the reshaping of those services to respond to Putting People First and the efficiency agenda; and
The integration of services with NHS partners in order to create a clearer, more streamlined effective and efficient care pathway for service users.

This programme covers the full range of adult service user groups.

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Sub-Programme 5 – Housing and Welfare Benefits

**Programme Executive:** Rachel Baillie

Housing services deliver housing advice and tenancy relations services to people with a broad spectrum of need, including some of the city’s most vulnerable residents.
The key focus of this programme is twofold: to ensure that housing issues and options are appropriate and accessible and that people have real choice and options that
address their needs in relation to housing; and that people’s financial wellbeing is maximized through the effective provision of welfare rights advice and support.

### Sub-Programme 6 – Business and Resource Management

**Programme Executive:** Adam Fletcher

This programme focuses on back office functions and addresses the need to ensure they are efficient, effective and fit for purpose both now and in the future world of personalisation. The projects within this programme aim to improve procedures and processes, IT systems, management information systems and other data systems (such as the National Minimum Data Set).

### Programme 7 – Culture, Libraries and Lifelong Learning

**Programme Executive:** Tony Durcan

Culture, Libraries and Lifelong Learning’s overall responsibility is to deliver a stimulating programme of events, learning and creative opportunities; to provide access to high quality information and reading services; and to support a range of high quality cultural organisations, services and venues. Projects within this programme are those which meet this broad objective and improve current services and/or deliver new services.

### Document Version Control

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<th>Date</th>
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<td>L. Cooper</td>
<td>6 November 2009</td>
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<td>L. Cooper</td>
<td>31 March 2010</td>
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<td>26 April 2010</td>
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<td>07 June 2010</td>
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### APPENDIX ONE: PUTTING PEOPLE FIRST MILESTONES

<table>
<thead>
<tr>
<th>Milestone 1:</th>
<th>Effective partnerships with People using services, carers and other local citizens</th>
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</table>
| **Description:** | Successful delivery of Putting People First will depend on citizens, people accessing care and support and carers working in a co-productive relationship with Local Authorities and their partners at all levels in the design, planning and delivery of new personalised systems and services.  

Formal and informal structures should be in place to allow citizens and the full spectrum of user and carer representatives to contribute to the local design and delivery of social care transformation. This should go well beyond traditional “consultation”  

User-led organisations can provide expertise (such as service user experience) that is not always available within local authorities and this expertise should be harnessed to co-produce the transformation of social |

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<thead>
<tr>
<th>Key Dates and Deliverables:</th>
<th>April 2010</th>
<th>October 2010</th>
<th>April 2011</th>
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<tbody>
<tr>
<td>That a communication has been made to the public including all current service users and to all local stakeholders about the transformation agenda and its benefits for them.</td>
<td>That local service users understand the changes to personal budgets and that many are contributing to the development of local practice.</td>
<td>That every council area has at least one user-led organisation who are directly contributing to the transformation to personal budgets. <em>(By December 2010)</em></td>
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<tr>
<td>That the move to personal budgets is well understood and that local service users are contributing to the development of local practice. <strong>[By Dec 2009]</strong></td>
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<tr>
<td>That users and carers are involved with and regularly consulted about the councils plans for transformation of adult social care.</td>
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<td>Milestone 2:</td>
<td>Self-directed support and personal budgets</td>
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<tr>
<td><strong>Description:</strong></td>
<td>Success on this milestone would mean systems are in place to allow citizens who require social care support to easily find and choose quality support, and control when and where services are provided, and by whom.</td>
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<td>For those citizens eligible for council funding, the amount available to those individuals should be known prior to starting person centred support planning.</td>
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<td>People should have the ability to spend part or all of their money in a way that they choose; including being able to mix directly purchased and council provided services.</td>
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<td>Extra help should be available to any citizen that needs help with information and advice or to negotiate their support.</td>
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<td><strong>Key Dates and Deliverables:</strong></td>
<td><strong>April 2010</strong></td>
<td><strong>October 2010</strong></td>
<td><strong>April 2011</strong></td>
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<td></td>
<td>That every council has introduced personal budgets, which are being used by existing or new service users/carers.</td>
<td>That all <strong>new</strong> service users/carers (with assessed need for ongoing support) are offered a personal budget.</td>
<td>That at least 30% of eligible service users/carers have a personal budget.</td>
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<td>That all service users whose care plans are subject to review are offered a personal budget.</td>
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<td><strong>Milestone 3:</strong></td>
<td><strong>Prevention and cost effective services</strong></td>
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<tr>
<td><strong>Description:</strong></td>
<td>This milestone looks at a whole system approach to prevention, intervention and cost effective services. This includes the support available that will help any citizen requiring help to stay independent for as long as possible. A key part of this is ensuring council-wide and partnership approaches to universal services e.g. leisure, adult education, transport, employment, healthy living and health improvement (backed by targeted intervention), along with housing and supported living options. Examples of intervention include reablement type services that help people regain independence to live in their own home. It also helps people to avoid becoming dependent on council provided services with national studies demonstrating many people finish reablement services with either a reduced need for care, or no ongoing requirement at all. It is important that the council and the NHS are jointly investing in early intervention and prevention and monitoring the effectiveness of services together eg. Joint interventions at best include telecare, case finding/case co-ordination and joint teams for complex and end of life care. Being able to evidence these types of savings is crucial, and reablement type services should form an intrinsic part of any Putting People First operating model.</td>
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<tr>
<td><strong>Key Dates and Deliverables:</strong></td>
<td><strong>April 2010</strong></td>
<td><strong>October 2010</strong></td>
<td><strong>April 2011</strong></td>
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<td></td>
<td>That every council has a clear strategy, jointly with health, for how it will shift some investment from reactive provision towards preventative and enabling/ rehabilitative interventions for 2010/11. Agreements should be in place with health to share the risks and benefits to the ‘whole system’.</td>
<td>That processes are in place to monitor across the whole system the impact of this shift in investment towards preventative and enabling services. This will enable efficiency gains to be captured and factored into joint investment planning, especially with health.</td>
<td>That there is evidence that cashable savings have been released as a result of the preventative strategies and that overall social care has delivered a minimum of 3% cashable savings.</td>
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<td>There should also be evidence that joint planning has been able to apportion costs and benefits across the ‘whole system’.</td>
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<td>Milestone 4:</td>
<td>Information and advice</td>
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<tr>
<td><strong>Description:</strong></td>
<td>All citizens should be able to easily find locally relevant quality information and advice about their care and support needs in order to enable control and inform choice. Information should be available in a range of formats and through channels to make it accessible to all groups. Provision of information, advice and guidance should move from being largely developed from separate initiatives to a single coherent service strategy.</td>
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<td><strong>Key Dates and Deliverables:</strong></td>
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<tr>
<td>April 2010</td>
<td>October 2010</td>
<td>April 2011</td>
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<td>That every council has a strategy in place to create universal information and advice services.</td>
<td>That the council has put in place arrangements for universal access to information and advice.</td>
<td>That the public are informed about where they can go to get the best information and advice about their care and support needs.</td>
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### Milestone 5: Local commissioning

**Description:**

Councils need to ensure the development of a diverse and high quality market in care and support services to offer real choice and control to service users and their carers.

Commissioning strategies based on the local JSNA, and in partnership with other local commissioners, providers and consumers of services should incentivise development of diverse and high quality services, and balance investment in prevention, early intervention/reablement with provision of care and support for those with high-level complex needs.

User-led initiatives and a much wider range and scale of services to address local need should emerge, in a market that is increasingly populated by individual purchasers.

<table>
<thead>
<tr>
<th>Key Dates and Deliverables</th>
<th>April 2010</th>
<th>October 2010</th>
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<tr>
<td></td>
<td>That councils and PCTs have commissioning strategies that address the future needs of their local population and have been subject to development with all stakeholders especially service users and carers; providers and third sector organisations in their areas. These commissioning strategies take account of the priorities identified through their JSNAs.</td>
<td>That providers and third sector organisations are clear on how they can respond to the needs of people using personal budgets. An increase in the range of service choice is evident. That councils have clear plans regarding the required balance of investment to deliver the transformation agenda.</td>
<td>That stakeholders are clear on the impact that purchasing by individuals, both publicly (personal budgets) and privately funded, will have on the procurement of councils and PCTs in such a way that will guarantee the right kind of supply of services to meet local care and support needs.</td>
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</tbody>
</table>
APPENDIX TWO: PUTTING PEOPLE FIRST TIMELINE

April 2010

Roll out of personal budgets across service user groups

May 2010

Personalisation micro site goes live

June 2010

Care at Home transfers complete

July 2010

Care at Home phase 1 transfers complete

August 2010

All new service users offered a PB

September 2010

Supported employment strategy complete and ready for implementation

October 2010

Information and advice strategy complete and ready for implementation

November 2010

December 2010

January 2011

February 2011

March 2011

Care at Home transfers rolled out on a ward by ward basis to rest of City.

All processes and procedure reviewed and completed
APPENDIX THREE: PROGRAMME MAP

WELLBEING AND HEALTH THEME BOARD

THEME EXECUTIVE:
Ewen Weir, Executive Director of Adult and Culture Services

THEME BOARD MEMBERSHIP:
Lindsey Cooper, Directorate Programme Manager
Colin Williams, Head of Transformation
Adam Fletcher, Head of Business Management
Cathy Bull, Head of Adult Services
Rachel Baillie, Head of Commissioning
Tony Durcan, Head of Culture, Libraries and Life Long Learning

PUTTING PEOPLE FIRST PROGRAMME

<table>
<thead>
<tr>
<th>Sub-Programmes:</th>
<th>1 Community Wellbeing</th>
<th>2 Personalisation</th>
<th>3 Commissioning and Market</th>
<th>4 Operational Services</th>
<th>5 Housing</th>
<th>6 Business and Resource</th>
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<td>Advocacy</td>
<td>People Development</td>
<td>Integrated care pathways (Older)</td>
<td>To be confirmed</td>
<td>Management information framework</td>
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<td>Joining the Dots</td>
<td>Safeguarding</td>
<td>Care at Home</td>
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<td>Information and Advice</td>
<td>Commissioning for Personal Budgets</td>
<td>Integrated community services (Learning Disability)</td>
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<td>Volunteering</td>
<td>Kite marking</td>
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<td>Integrated care pathways (Older)</td>
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<td>Inclusive Neighbourhoods</td>
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<td>Residential supply chain</td>
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<td>Call monitoring</td>
<td>Community Mental Health Teams</td>
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<td>(external provision)</td>
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Programme 7
Culture and Life Long Learning
- High Bridge Gallery
- Theatre Royal Refurbishment
- Taking liberties in Newcastle
- IT Strategy
- CareFirst and Totalview
- CareFirst and RIO
- National Minimum Data Set
- Electronic Common Assessment Framework