

Building strong and inclusive communities...

*Reaching the parts...*

Newcastle City Council

Draft Social Inclusion Strategy

2007 - 2010

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## Introduction

By Councillor David Faulkner,

“Social inclusion” is one of those subjects, like “community” and “wellbeing”, which people know is vitally important and yet we find very difficult to pin down. Social inclusion can be seen as very complicated and involving many factors and many aspects of life, or it can be made simple – it is about feeling and being a part of our city, about helping to address loneliness and poverty.

This is the Council’s first ever strategy for social inclusion. This draft helps to explain the complexities of social inclusion and to put it into context in Newcastle. One of the things you will see from reading this strategy is that we take a broad view of social inclusion. We see it as an umbrella term which also includes equal opportunities, better and more far reaching service provision and the building of more cohesive communities. We try to explain the links between these concepts.

This strategy is vital because, despite the hard work of the Council and partner agencies over many years, we still do not manage to reach and effectively support some of the people in most need in our city. The Government, last autumn, produced a report looking at its attempts to improve social inclusion over the past ten years. They found that they still had much to do and they identified that they needed to look again at how they do things. With this strategy, we are doing the same. We think that we could do better, particularly in more effective work between different agencies and voluntary and community sector bodies, and more preventative work. We also want to empower our communities, to involve them in our decision making, and to work together to improve the city.

We intend that this strategy will help to shape the way in which we work with, the most disadvantaged groups of people in the City. It outlines some of the ways in which we plan to go about improving our services to these people. It is designed to support and add value to the main strategies and plans we already have, like the Regeneration Strategy and the Newcastle Plan for Children and Young People.

We welcome and look forward to receiving your thoughts and comments on the draft strategy.

David Faulkner  
Deputy Leader of the Council  
Executive Lead Member for Policy Development and Co-ordination

## Summary

### *Introduction*

This is Newcastle City Council's first corporate strategy for social inclusion. Social inclusion is a crosscutting issue, it has relevance in almost every area of activity. The City Council and its partners already have well over 100 strategies and plans, many of which contain references to social inclusion.

This strategy is therefore designed to be overarching - adding value to, but not duplicating, the work on social inclusion featured in other plans.

### *Summary*

In summary, this document tells you:

- what our definition and approach to social inclusion is;
- why we have taken this approach; and
- what we plan to do.

Our simple definition of social inclusion is:

*"The process by which efforts are made to ensure that everyone, regardless of their experiences and circumstances, can achieve their potential in life."*

We consider the prime causes of social exclusion to be economic; followed by a range of other factors - such as spatial or geographic, institutional, social and personal. Different factors have different importance for different groups in society at different times in their lives.

Our approach to social exclusion is generally broader than the Government's. We consider social inclusion to cover;

- our work on the development of equalities;
- the reach of services and opportunities to all people in Newcastle and...
- the way in which different groups in the city relate to one another – also known as community cohesion.

We explain the links between these issues in the strategy.

### **The goal of this strategy is:**

*That Newcastle becomes a place where everyone:*

- *has an equal opportunity to participate fully and freely in the opportunities and services available in the city; and*
- *lives in communities in which people of all kinds live together safely, happily and with a shared sense of belonging.*

### The four key objectives of this strategy are:

- To enable everyone to have an equal opportunity to participate fully and freely in the opportunities and services available in the city
- To address deprivation and its causes – particularly to try to reach people who are most excluded from services and opportunities
- To promote safer, more diverse and cohesive communities
- To promote greater community involvement in local decision making and the delivery of services.

Our approach to social inclusion is underpinned by a **set of strategic principles**. These include:

- offering and enabling inclusion for all people in the City
- promoting social integration and cohesion;
- evolving and developing multiculturalism; and
- bringing economic and social factors into mutual play in the fight against exclusion.

We are developing this strategy at this time because social exclusion presents a continuing and significant challenge to the wellbeing of cities. (See: The Government's recent Social Exclusion Action Plan and Local Government White Paper.)

The following plans have been taken into account when developing this strategy because they, in particular, cover specific social inclusion issues.

- The Council's Corporate Plan;
- The Newcastle Partnership's Sustainable Community Strategy and Local Area Agreement;
- The Council's Equality Plan;
- The Newcastle Plan for Children and Young People; and the
- The Council's Regeneration Strategy.

The evidence base for our work will be strengthened as the strategy progresses. Initially we will be working to priorities identified by existing evidence. We have identified 12 initial **priority target groups** for social inclusion work, focusing on those most at risk:

1. People living in particularly deprived areas
2. Adults facing chronic exclusion*
3. Households with lowest incomes
4. Diverse communities
5. Communities facing the most intense demographic and / or diversity change
6. Young people in transition into adulthood who face particular problems [*]
7. People with low educational achievement*
8. People facing multiple barriers to employment
9. People with learning disabilities
10. People with mental health issues
11. Isolated and vulnerable older people
12. Homeless people

\*These are also priorities in the Government Action Plan for Social Exclusion.

**Our approach to delivering this strategy will be:**

- to work in partnership wherever possible - adding value to existing work;
- to take a holistic or all-encompassing approach to each social inclusion challenge;
- to innovate – using new ways of working where old ones have not had the desired effect.
- to act as a guide to areas in other strategies where social inclusion priorities are being targeted.

As part of this strategy, we are developing **a range of tools, techniques and resources to improve social inclusion**. These will include:

- A clarified leadership role for, and reporting systems within the Council
- A dedicated specialist support team on social inclusion, based in the Chief Executive's Office
- Identified social inclusion staffing in difference Council directorates
- Programmes of social inclusion awareness and skills development
- A resource reference toolkit of good practice and places to go for information
- Social inclusion impact assessment for policies and initiatives to be undertaken
- Social inclusion issues groups, of agencies and service users, tasked with coming up with new and better ways to tackle issues
- Social inclusion seminars, to discuss and together learn more about these issues
- A social inclusion network of people and agencies in Newcastle dedicated to tackling social inclusion issues
- A new social inclusion and community cohesion partnership fund to support work on the ground.
- A communications plan specifically for social inclusion issues.
- Performance indicators, both existing and new, brought together so that we can evaluate the impact our strategy and action plan are having.

**The full social inclusion action plan** is not attached to this draft strategy because its contents will depend upon what are agreed as priorities in the strategy. The form of the action plan will be a series of sub-plans designed to tackle each agreed social inclusion priority.

**Community cohesion** is a complex subject in itself and a separate strategy and action plan on it will be developed during 2007.

## Part one – Newcastle’s approach to social inclusion

### 1. What is social inclusion?

We have adopted a definition of social inclusion developed by the Centre for Economic and Social Inclusion<sup>1</sup> a leading independent UK think tank.

**“Social inclusion is the process by which efforts are made to ensure that everyone, regardless of their experiences and circumstances, can achieve their potential in life. To achieve inclusion, income and employment are necessary but not sufficient. An inclusive society is also characterised by a striving for reduced inequality, a balance between individuals’ rights and duties and increased social cohesion”.**

One of the reasons why it is so difficult to define is that **“Social inclusion”** can be a **goal, a process** and **an outcome**.

The Government describes social exclusion as ...”what happens when people or places suffer from a series of problems such as unemployment, discrimination, poor skills, low incomes, poor housing, high crime, ill health and family breakdown. When such problems combine they can create a vicious cycle.... Social exclusion can happen as a result of problems that face one person in their life. But it can also start from birth. Being born into poverty or to parents with low skills still has a major influence on future life chances”...

The Government set up the Social Exclusion Unit when it came to power in 1997. The unit produce the National Strategy for Neighbourhood Renewal in 2001.

The five Government objectives for achieving social inclusion are:

- Improved educational achievement
- Increased employment prospects
- Improved health
- Reduced crime
- Improved physical environment

Social inclusion also describes the situation of people – both individuals and groups - in society. Exclusion can be caused by a number of factors including for example:

- unemployment or low income
- living in deprived areas or poor housing
- illness or disability
- poor access to transport
- lack of access to information technology .

An individual’s ethnic background, age, gender and sexual orientation can also contribute to exclusion. The links between these issues is further explained in the next section.

<sup>1</sup> Defining Social Inclusion. Working Brief No 136 [www.cesi.org.uk](http://www.cesi.org.uk)

This strategy is in part an **anti – poverty** strategy as it aims to help to improve the economic circumstances of less well-off people.

Inclusion is also about reducing **inequality** - the gaps between the least advantaged groups and communities and the rest of society - by making sure that support reaches those who need it most. It is also the process by which we aim to make sure that everyone - regardless of their background, where they live, experiences and circumstances - can access the services and facilities they need to achieve their full potential.

Since 2001, the issue of the **community cohesion** has also risen up the national political agenda. **Community cohesion** is about creating and sustaining communities in which people of all kinds can live together safely, happily and with a sense of shared belonging. It is a key part of the Government's response to riots in northern towns in 2001.<sup>23</sup>

**Community cohesion** links with the more recently coined phrase “**place-shaping**”<sup>4</sup> to describe the broad impact a local authority can have on what it's like to live and work in the area they cover.

## 2. Social Inclusion – the Newcastle Approach

### *Social inclusion, community cohesion and equality*

Underpinning all our social inclusion work is the issue of **equality**. The murder of Stephen Lawrence in 1993 was a wake-up call to all public authorities. The Race Relations Amendment Act 2000 and subsequent equality legislation covering age, disability, gender, sexual orientation and religion have increased the duties and responsibilities of local authorities on equality issues.

**Equality** is the first of the three elements of our social inclusion strategy. We see a direct link between the Council becoming a better employer, with a better skilled and more diverse workforce and being better able to provide services for an increasingly diverse range of customers and communities.

The second element is developing **social inclusion in terms of access to services and opportunities**; the ability of public and other services to reach those most in need and the combating of the “cycle of disadvantage” where deprivation is passed on from one generation to another.

The third element of our strategy is **community cohesion**. This is a vital element because if people can't live together safely and happily, you can't have real social inclusion. **Community safety** is a key element of community cohesion.

<sup>2</sup> Community Cohesion, A Report of the Independent Review Team. Home Office 2001.

<sup>3</sup> Building Cohesive Communities: Home Office. 2001.

<sup>4</sup> Strong and prosperous Communities. The Local Government White Paper.DCLG. Oct. 2006

### ***Producing sustainable social inclusion***

For social inclusion to be maintained, two further ingredients are necessary. There needs to be continued and consistent **civic leadership** and there needs to be developed and maintained **social capital** or capacity.

Creating social capital means assisting individuals and communities to develop the resources and skills necessary to play a full part in public life on a continued basis. This involves both what Robert Putnam<sup>5</sup> describes as bonding and bridging capital – bringing similar people together and also bridging gaps between different kinds of people.

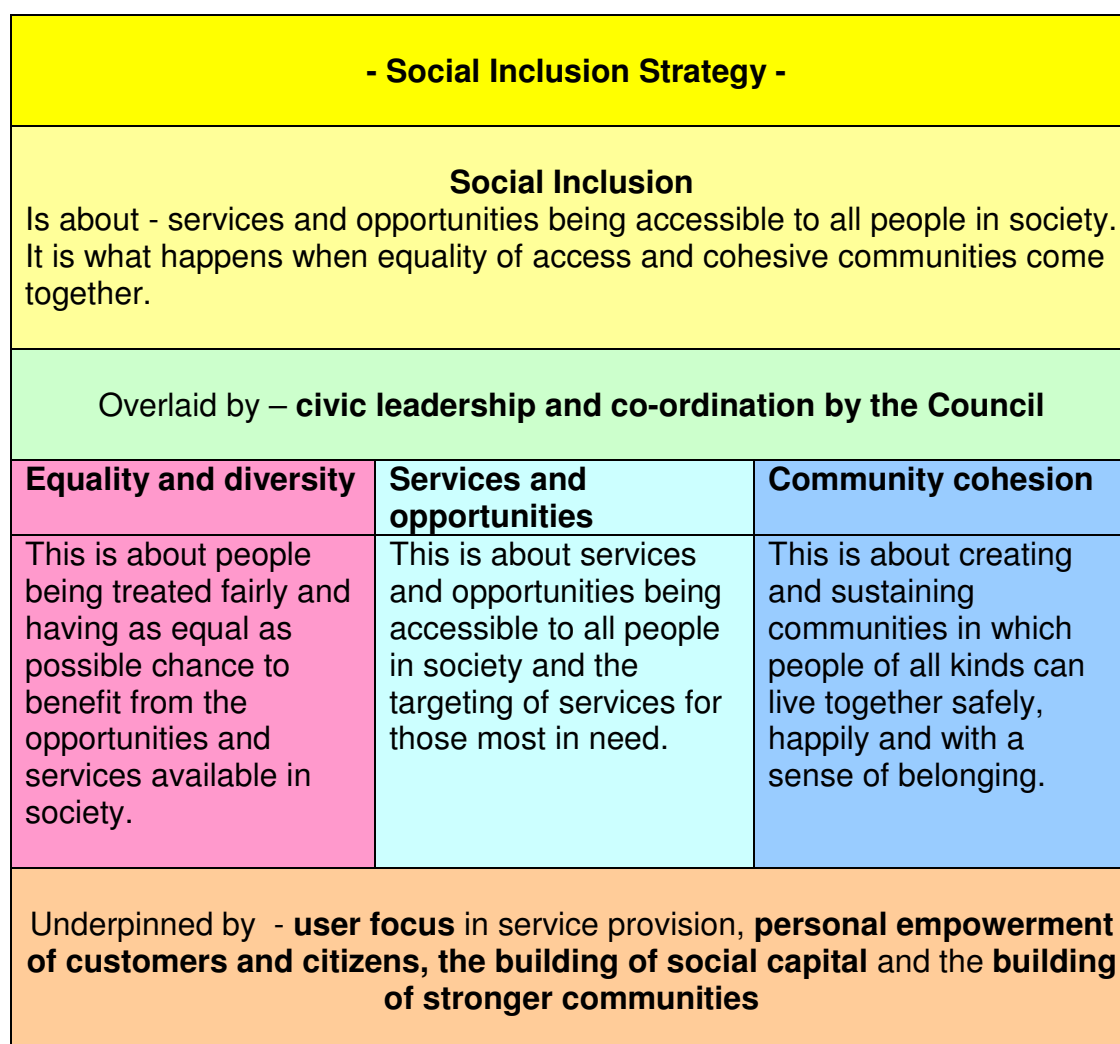
Overall, social inclusion is about making sure that all people have the best possible chance to benefit from the opportunities and services offered in our city. But people must also have the choice and the chance to “own” and manage their own inclusion. This means the **opportunity to influence** the delivery of those services.

Over the past ten years, local government has developed much more appreciation of the need for greater **customer awareness** and the **involvement of communities**. The **personal empowerment of citizens** and the **building of stronger communities** are therefore vital foundations to the sustainability of our work on social inclusion. In Newcastle, we have become a **Civil Renewal Pioneer**, which gives national recognition to our work in the areas mentioned above.

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<sup>5</sup> Bowling Alone. Robert Putnam. 2000

**Figure 2.1 The Newcastle Approach – the constituent parts of Social Inclusion**

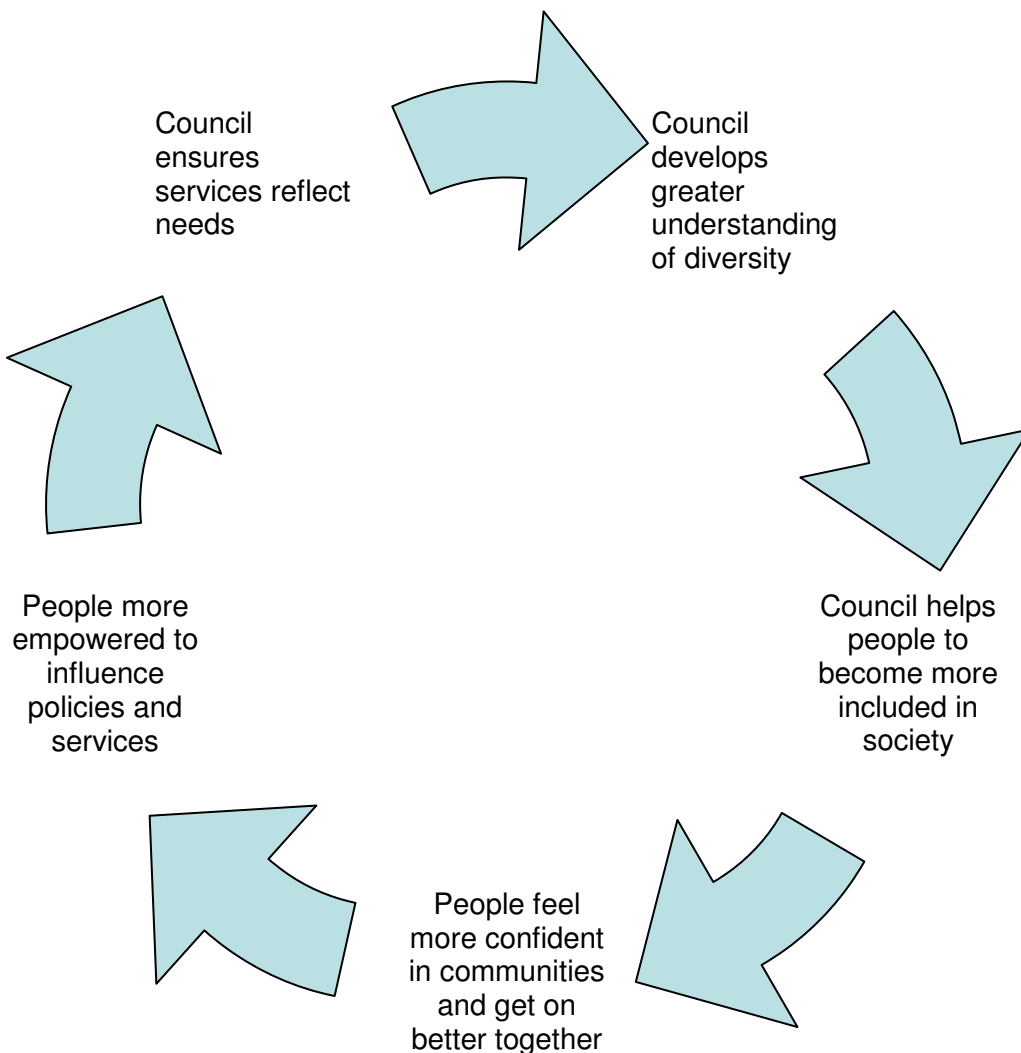


This strategy outlines what we are doing and will do across the areas noted. Separate strategies and action plans will give more detail in each area.

**Figure 2.2 The Newcastle Approach – The link between equality, social inclusion and community cohesion**

The relevance to the people of Newcastle of our linking these areas of work runs like this:

**“The Council becomes better at providing services in a fair way to diverse people through our work on equal opportunities. We are then more aware and more able to meet your personal needs, enabling you to be more included in society. We have also been working to increase understanding and harmony and breaking down barriers between different communities and neighbourhoods, so you can feel more a part of the wider city. And finally, throughout this, you have genuine opportunities to become more empowered and to influence the way we and partner organisations, design and deliver these services and opportunities for you”.**



### 3. Vision and key objectives

#### *Vision*

Newcastle City Council's vision is:

***To create a vibrant inclusive safe sustainable and modern European city. We will:***

- ***Build on our heritage, cultural and economic strengths and the sense of identity and civic pride of our people;***
- ***Improve the quality of life for people in our communities and play a leading role in the sustainable growth and prosperity of the region.***

This social inclusion strategy is fundamental to delivering our vision and values and is an important priority for this Council.

#### **Corporate Social Inclusion Objective**

The goal of this strategy is:

***That Newcastle becomes a place where everyone:***

- ***has an equal opportunity to participate fully and freely in the opportunities and services available in the city; and***
- ***lives in communities in which people of all kinds live together safely, happily and with a shared sense of belonging.***

In broad terms the scope of this strategy includes – working outwards - the work of the City Council; the work of the Council and partners; the people of the city; the city's place in the wider world; and the impact of the world upon Newcastle.

We see our work on social inclusion in the wider context of making Newcastle an internationally renowned city at the centre of a regenerating region, a "diverse-city" and a "city-of-equality".

#### **The four key objectives of this strategy are:**

- *To enable everyone to have an equal opportunity to participate fully and freely in the opportunities and services available in the city.*
- *To address deprivation and its causes – particularly to try to reach people who are most excluded from services and opportunities.*
- *To promote safer, more diverse and cohesive communities.*
- *To promote greater community involvement in local decision making and the delivery of services.*

This strategy is also a **linking strategy** – it connects and provides co-ordination for the work that we are doing on social inclusion in different places and with different partners.

## 4. Strategic principles behind our approach

### ***Social inclusion***

We understand that the question of what causes social exclusion and how best to tackle it can be controversial and is the subject of some disagreement among politicians and policy makers. In order to deliver social inclusion in a consistent way across all of our services we have set out a number of strategic principles that underpin our approach.

In political terms, social inclusion is an important aspect of **citizens having the freedom to play a full part in society**. “The freedom of the individual is, however, limited or non-existent if he or she is prevented by economic deprivation, lack of education, disadvantage or discrimination from exercising choices about how to live or from participating in the democratic process.”<sup>6</sup>

We broadly follow what the academics know as the **social integrationist approach**<sup>7</sup> to social inclusion. This is about equal participation and equal access to opportunities, with an emphasis on labour market participation.

We recognise and respect the fact that individual people, or groups of people **may wish to exclude themselves** – for example, from further or higher education opportunities; from generally shared cultural interests. As long as these people are not harming others or damaging community cohesion, we will not seek to impose inclusion on them.

As with all of our interaction with the citizens of Newcastle, we believe that people have **rights and freedoms** within society but also **responsibilities** to their fellow citizens. We set our work on social inclusion and community cohesion within this framework.

Social inclusion is both about **hard facts and softer perceptions**. The hard facts are what we will concentrate on in terms of most of our targets, but the softer perceptual issues like “Is this my Newcastle?” and “Am I safe and welcome here?” will be crucial to informing our approach.

The **main factor in social exclusion** is economic. There is a weight of research evidence demonstrating the links between economic problems and social exclusion<sup>8</sup>. The least well off are often those who are least likely to be engaged in education, more likely to suffer ill health and more likely to be the victims of anti-social behaviour.

<sup>6</sup> It's About Freedom. The Report of the Liberal Democracy Working Group. Policy Paper 50. The Liberal Democrats. 2002.

<sup>7</sup> Ruth Levitas as quoted by Britton and Casebourne in Defining Social Inclusion. Working Brief No 136 [www.cesi.org.uk](http://www.cesi.org.uk)

<sup>8</sup> see for example Pantazis et al 2006, *Poverty and Social Exclusion in Britain* – Policy Press 2006

**Other key factors** are found in the National Index of Multiple Deprivation:<sup>9</sup> crime; education and skills; employment; health and disability; housing and other services; income and living environment. All are dimensions by which different people, to different extents, may be included or excluded.

With this in mind it is vital that we ensure that the **economic development and the regeneration** of the city are undertaken in such a way as to bring benefits to all people of the city. The recently produced independent report on Newcastle<sup>10</sup> by the Organisation for Economic Cooperation and Development (OECD) provides evidence of this. [see section 6 below]

There can be **interplay of different factors** causing social inclusion. Women, for example, are more likely than men to live in poverty. A recent report<sup>11</sup> concluded that in the Byker, Monkchester and Walker wards of Newcastle low qualification levels and limited job opportunities are reducing women's employment prospects. We will need to unravel the complexities of these issues to be able to tackle them effectively.

Likewise **other aspects of the infrastructure of society** can have a major effect on the extent to which a person has access to the services and opportunities available; transport and information technology – access to the internet and digital technologies - are examples. These all form part of the overall assessment of how included or excluded a person or group may be.

The **spatial aspects of social exclusion** are very important. The Government's work on social exclusion has shown that much exclusion is concentrated among people in poorer neighbourhoods. The figures for Newcastle echo Government emphasis. We will consider the spatial aspect of exclusion at every opportunity. That is, we will always take into consideration a citywide, ward or neighbourhood perspective.

Having said this, **communities are not just geographical**. There are also aspects of exclusion which do not have such a direct link to where people live. For example, the issues facing people with mental health problems; discrimination against lesbians and gay men and against some ethnic minorities; and issues facing ex-offenders. So not all of our work will be neighbourhood focused and not all of our work will be in the most deprived neighbourhoods.

And last but not least, **culture, arts, leisure, sport and community activity** – all these aspects of civil society, manifestations of what and who we are, are crucial to inclusion. Who has access to what? Who is provided for? And who chooses to take up the opportunities on offer?

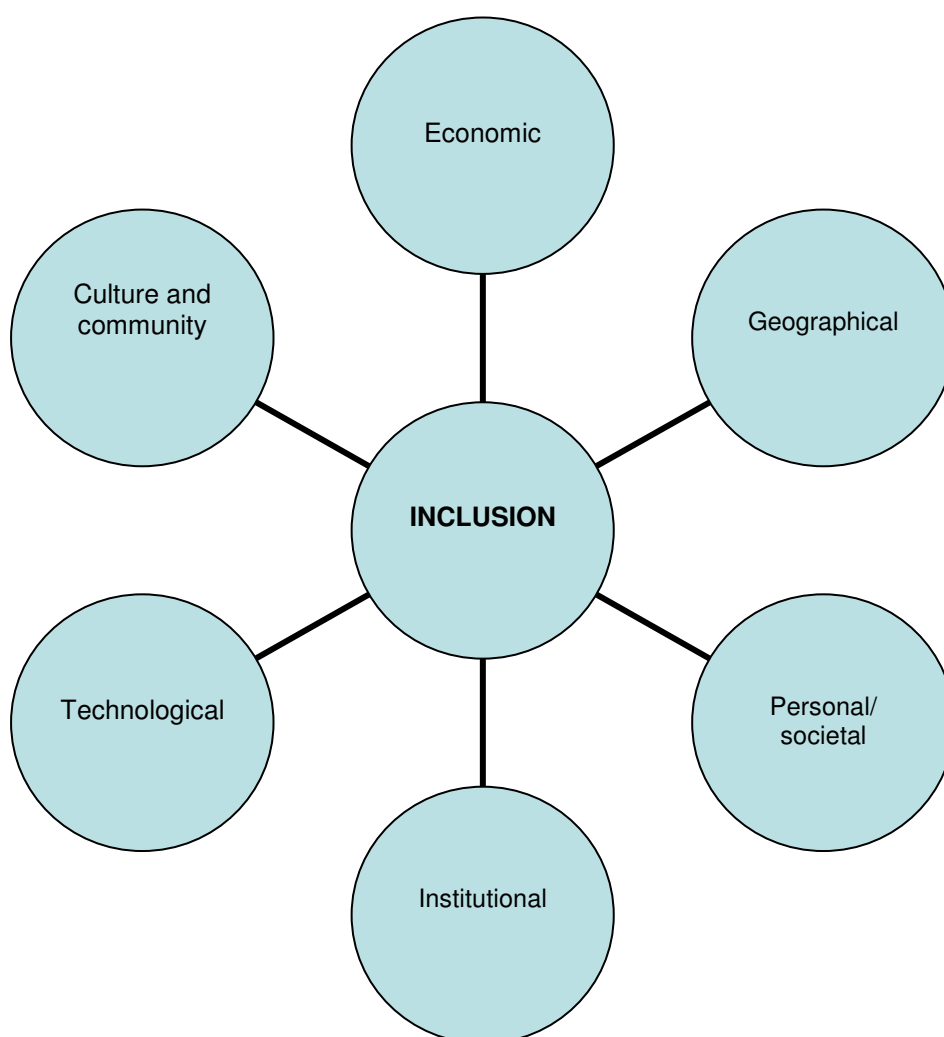
These different aspects of inclusion are represented in figure 4.1 below.

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<sup>9</sup> <http://194.61.175.175/pr.nsf/a/IMD2004domains>

<sup>10</sup> OECD 2006

<sup>11</sup> Escott et al (2006) Gender and Employment in Local Labour Markets – Addressing Women's Poverty in Newcastle: Local Labour Market Initiatives. Report by Sheffield Hallam University Centre for Social Inclusion

**Figure 4.1 The Newcastle Approach – key aspects of social inclusion**

**Preventing future exclusion** is as important as combating existing exclusion. We will aim to spend at least as much on prevention as on cure. The reasoning behind this is that by prevention we can help to stop future exclusion; and by treatment we can tackle immediate problems and in doing so learn lessons for the future.

We believe that we should set **social inclusion priorities** to help us make the best use of our limited resources. This is necessary if we are to make a lasting impact on entrenched issues of exclusion.

## Community Cohesion

Community cohesion, integration and multiculturalism are complex issues. They will be addressed in a separate community cohesion strategy, which we plan to develop over the next six months as a key output of this social inclusion strategy.

We will do more work to discuss these issues with the people of Newcastle as part of the development of our community cohesion strategy.

The key principles of our approach to community cohesion are outlined below.

- A cohesive community is one in which people of all kinds can live together safely, happily and with a sense of belonging. The extent to which that sense of belonging is shared may be a key measure of community cohesion.
- We will continue to celebrate diversity but we will also encourage integration and inclusion. The concepts are not incompatible, as we explain below.
- Integration means mixing, it does not mean losing identity. Communities and individuals, throughout the ages, have happily maintained dual and multiple identities, including British communities settled elsewhere in the world.
- The only time when we would not support a community to continue a practice would be where it conflicts with the laws of the UK - and /or by implication the Human Rights Act.
- Newcastle will continue to become a more mixed community and we will welcome and support that mix.
- We think that the idea of multiculturalism still has much to offer and feel that a modernisation of the concept of multiculturalism, with a strong continued accent on anti-racism and integration is a good way forward.
- There are many misconceptions spread about the presence of “other” people whether they are asylum seekers, refugees and latterly Muslims or migrant workers. Many of these misconceptions are spread for political purposes by parts of the press and some political groups. An integral part of our community cohesion strategy will be to inform and educate people about the truth and realities of the situation in Newcastle.

## **Part two – Why this strategy at this time**

### **5. Why have a social inclusion strategy?**

Newcastle City Council believes that all people should have the opportunity to be socially included. We are committed to working towards removing the barriers that prevent people from participating in the social, economic, political and cultural life of the community. We are also committed to narrowing the gap between richer and poorer communities. The time is right to produce a social inclusion strategy for Newcastle for the following reasons:

- Despite all our efforts, our services still do not reach all of those most in need.
- Despite all our efforts, the difference between the better off and less well off people and neighbourhoods is still too great in Newcastle.
- We still have a long way to go before we can say that the Council is truly an equal opportunity employer and service provider.
- We also need to tackle racism, prejudice, bigotry and political and religious extremism.
- Our 2005 Comprehensive Performance Assessment stated that we need a social inclusion strategy.
- We need to focus and develop a framework for our work on social inclusion. A strategy and action plan is particularly important in a complicated “cross cutting” area like this, which affects all service delivery departments of the Council and many partners.

### **6. The evidence base**

Our work will be based wherever possible on evidence already gained. But the existing evidence base in Newcastle is at best patchy and in some areas non-existent. This presents a challenge. We need to gather relevant data and have the means to update and compare that data over time as we move forward with the strategy. We also need data with which to compare our performance with that of other comparable cities. This process will take time and will involve some new research. Until then we will work with the evidence available.

We know that patterns of disadvantage exist and can continue across generations leading to cycles of deprivation. The concentrations of deprivation in certain neighbourhoods make these problems worse.

The information that we gather, will be a valuable planning tool to inform policy makers and service providers to better assess need and access the hardest to reach. It will also help us develop ways of breaking the patterns of deprivation.

The facts and figures below illustrate some of the key social inclusion challenges for Newcastle:

**Figure 6.1 The social inclusion challenge**

<b>Key social inclusion information</b>	
<b>Income and employment</b>	<p>The employment rate of Newcastle remains below that of the North East region, which itself has the lowest employment rate of any English region. There is a paradox here in that Newcastle's residents have levels of worklessness which are above the regional average even though the city is the relatively successful core of a declining region. (OECD background report, Centre for Urban and Regional Development Studies (CURDS) 2004). In effect, there are jobs in Newcastle but some Newcastle residents are not getting them.</p> <p>The North East also has the highest proportion of people without any qualifications; the lowest average disposable income per head; and the lowest likelihood of starting a business of any English region. (OECD background report, CURDS 2004)</p> <p>In England as a whole, those on the very lowest incomes have seen the lowest rates of income growth. The very bottom 5 per cent of incomes have increased by around 1 per cent per year in real terms between 1996/97 and 2004/05, compared with annual increases of between 2 and 3 per cent for the rest of the population.</p>
<b>Children and young people</b>	<p>About 2.5% of every generation seem to be stuck in a lifetime of disadvantage. Their problems are multiple, entrenched and often passed down through the generations"<sup>12</sup></p> <p>"Child poverty in the UK remains worse than in most other European Countries. A child in the UK still has nearly twice as much chance of living in a household with relatively low income than a generation ago"<sup>13</sup>.</p>
<b>Neighbourhood differentials</b>	<p>In the latest Index of Multiple Deprivation (IMD2004) Newcastle was ranked as the 20th most deprived of England's 354 local authority areas.</p>

<sup>12</sup> Reaching Out: An Action Plan on Social Exclusion. HM Government. Sep. 2006.

<sup>13</sup> What will it take to end child poverty? Joseph Rowntree Foundation. July 2006

Key social inclusion information	
	More than one third of Newcastle's people live in a neighbourhood that is among the 10% most deprived in England. Some of the 20% most deprived neighbourhoods also feature in the most deprived 20% on every deprivation indicator.
<b>Community cohesion</b>	<p>In neighbourhood renewal areas only 60% of people agreed that their local area is a place where people from different backgrounds get on well together; in other areas of the city 79% of people believe this to be the case.</p> <p>In a 2003 MORI Poll, only 39% of people in the North East thought a multi-cultural society in Britain was a good thing. This was the lowest percentage in the country. The highest was London with 75%.</p> <p>Only 39% of respondents in our most recent residents survey said they felt safe in Newcastle after dark</p>

## 7. The national policy setting

The Government has recently produced its **Action Plan for Social Exclusion**<sup>14</sup> which gives us a national steer on some inclusion issues and provides another useful and up to date reference point for this strategy. Key themes and priorities of the National Action Plan are referred to later in this strategy.

We embrace the principles expressed in the Government's recent Social Exclusion Action Plan. These are:

- **Better identification and earlier intervention** – For example, promoting better prediction tools for use by front-line practitioners
- **An emphasis on evidence based practice** – identifying and concentrating upon what works. There will be a common approach across Government to rate programmes by the quality of evidence behind them. Approved and rated programmes will be given the opportunity to highlight blockages to delivery. The Government will strengthen the capability of commissioners of public services and will explore the best ways of disseminating what works, particularly around excellence in children's and family services
- **Promoting multi agency working** – The Government will strengthen the role of Local Area Agreements, publish information about the cross-agency

<sup>14</sup> Reaching Out: An Action Plan on Social Exclusion. HM Government. Sep. 2006.

costs of social exclusion, and will explore how to extend data sharing in relation to the most excluded or at-risk groups, including any additional powers that may be necessary

- **Personalised interventions and an emphasis on rights and responsibilities** – The Government will explore service delivery based on budget-holding lead professionals and on brokering as ways of providing tailored programmes of support built around strong and persistent relationships with those at-risk
- **Supporting achievement and managing underperformance** – The Government intend to set out an intervention strategy for underperforming authorities while allowing successful authorities more freedom to innovate – Local areas will be encouraged to come forward with appropriate proposals to address the needs of the most excluded.

The recent **Local Government White Paper**<sup>15</sup> provides more context in terms of the **leadership role** of the local authority and its developing relationship with communities and other stakeholders. It sees community cohesion as central to the **place-shaping** agenda and high quality local and political leadership as crucial to successful community cohesion.

## 8. How this strategy fits with other strategies

### *Key reference points*

Of the many strategies of the City Council and partners; the top level one for the city is The Newcastle Partnership's **Sustainable Community Strategy** and **Local Area Agreement**.

Among other strategies, three are particularly relevant to the issue of social inclusion, for reasons explained later. They are the **Equality Plan**, the **Newcastle Plan for Children and Young People** and the **Regeneration Strategy**. The Plan for Children and Young People is now supplemented by a **Children's Services Draft Inclusion Strategy**.

A wide range of other strategies and plans also inform this strategy - for example, the Engagement Strategy and the Safe Newcastle Strategy.

This strategy is designed to cover the work of the City Council and to ensure that that work is accountable to the Council members and through them to the people of Newcastle. As such it links to objectives set in the Council's **Corporate Plan**.

<sup>15</sup> Strong and Prosperous Communities. The local Government White Paper. DCLG. Oct.2006

### ***The link with the Local Strategic Partnership [LSP] and Local Area Agreements [LAAs]***

Most social inclusion work, involves acting in partnership with a wide range of community and partner agencies. In Newcastle the key vehicle for this is the Local Strategic Partnership, **the Newcastle Partnership**. Therefore this strategy is designed to fit wherever possible with the strategies and plans emerging from the Partnership.

The most likely operational link is through the work of the Partnership's cross cutting **Equality, Inclusion and Community Cohesion Working Group**. Linkage in this way has the potential to not only be tremendously effective but also innovative.

**Local Area Agreements** are the latest technique introduced by the Government to encourage strengthened cross agency working via Local Strategic Partnerships. In Newcastle, the Newcastle Partnership has combined the development of its next three year plan for the City and the LAA for 2007 to 2010. We envisage the Social Inclusion Strategy dovetailing in with and following the objectives of the three year plan.

LAAs are an important mechanism for encouraging a joined up approach that makes a difference at a local level. Agreements made between central government departments and local service providers can assist in driving key outcomes and local targets which clarify local priorities, over a three year period. LAAs are increasingly important in the delivery of cross cutting issues such as the social inclusion agenda.

The Newcastle Partnership are currently developing an innovative and creative approach to the development of the LAA for Newcastle based on the following three interlocking areas of activity - in their words<sup>16</sup>:

- **Quality of Life** covers the many things that contribute to people's social, emotional and physical wellbeing. At its simplest quality of life is about creating an environment where all people can live their lives to the full.
- The **Stronger Economy** theme focuses on getting more people in employment, stimulating business start ups and achieving sustainable economic growth in the city.
- The **Reducing Inequalities** theme helps the partnership to focus on making sure that no matter where someone in Newcastle lives, they will enjoy quality of life and will be able to access the benefits of a stronger economy.

<sup>16</sup> Sustainable Community Strategy/ Local Area Agreement. Initial Submission. Newcastle Partnership 29.09.06. pp5.

## Part three – What we plan to do

### 9. Priority target groups

With limited resources, a massive challenge facing us, and various strategies - including those of the Government – prioritising different target groups and issues, we need also to set **social inclusion priorities**.

Based upon evidence currently available, we identify the following as key priority groups for social inclusion in 2007/8. These have been identified on the basis as detailed below.

#### Figure 9.1 Proposed priority target groups

*Wherever possible these priorities have been drawn from and/ or aligned with priorities in existing strategies.*

*The identification of priority target groups for 2007/8 will be confirmed following: a] a detailed evidence based gathering of data; b] completion of a check against other strategies and action plans; c] completion of consultation on this draft strategy.*

The table below shows our initial findings on the subject, but there are groups not included here, for example people with long term health conditions and ex-offenders. We also need to consider, for example whether certain members of the lesbian, gay, bisexual and transgender communities are identified as suffering notable social exclusion.

Target Group	Rationale
People living in particularly deprived areas	The Index of Multiple Deprivation 2004 shows that significant areas of Newcastle fall into the 10% most deprived nationally. This represents 31.4% of the population of the City. <sup>17</sup>
Adults facing chronic exclusion	Identified in the Government Action Plan on Social Exclusion, this refers to adults who are often in contact with multiple agencies and who may require extra support at key points of transition in their lives such as leaving prison or care.
Households with lowest incomes	Analyses of social inclusion show that poverty is a key factor. We will need to undertake research to identify which people and households fall into this category. It is likely that it will “cross-cut” with other priority groups.
Diverse communities	Black and minority ethnic people in Newcastle can be among the most vulnerable and socially excluded – e.g. Asylum Seekers and refugees, Gypsies and

<sup>17</sup> Newcastle Regeneration Plan Evidence Base, Newcastle Neighbourhood Information Service 2006

Target Group	Rationale
	<p>travellers.</p> <ul style="list-style-type: none"> <li>○ Between the 1991 and 2001 census there was a 69.6% increase in the black and minority ethnic population of Newcastle<sup>18</sup>.</li> <li>○ Racism persists – for example, 14% of respondents in our 2006 resident’s survey perceived people being attacked because of their skin colour, ethnic origin or religion as being a very big or fairly big problem.</li> <li>○ We have no current provision for Gypsies and travellers in the context of regional strategic housing expectations.</li> </ul>
Communities facing the most intense demographic and / or diversity change	<p>Studies nationally and internationally and evidence from our own Community Tensions Monitoring system indicate that it is often poorer white communities that are facing greatest change with new migrants moving into their neighbourhood. They also show that these communities are the places in which community tensions will escalate if the community is not supported through the change.</p>
Young people in transition into adulthood who face particular problems	<p>This is another complicated area which will require further definition. Government strategies and our own Plan for Children and Young People identify groups within this broad category such as some teenage parents, most young people leaving care [“looked after children”] some young people with disabilities and long term health conditions. Again we will gather views and work towards tighter definition of the most excluded people within this broad category.</p> <ul style="list-style-type: none"> <li>○ Young women who are parents are more likely to drop out of learning and employment opportunities<sup>19</sup>. Amongst teenage girls from deprived wards, those with poor GCSE attainment are 25-30% more likely to have teenage pregnancies than those with good attainment.</li> <li>○ Government figures show that young people leaving care in Newcastle are less likely than other young people to be engaged in education, training or employment at the time of their 19 birthday. [Source - BVPI 161, available in the corporate plan]</li> </ul>

<sup>18</sup> Newcastle Regeneration Plan Evidence Base, Newcastle Neighbourhood Information Service 2006

<sup>19</sup> Teenage Pregnancy A Strategy for Newcastle and North Tyneside, March 2001.

Target Group	Rationale
People with low educational achievement*	The City has high proportions of adults with low literacy (25.8%) compared to nationally (24.0%). Of more concern is that Newcastle has a higher percentage of 'very low' literacy (5.2%) compared with the national average of 4.0%. Similarly, Newcastle also has higher levels of adults with poor numeracy, 27.2% compared with 24.0% nationally with proportionately more adults with 'very low' levels (6.7%), compared with the national average (5.0%). <sup>20</sup>
People facing multiple barriers to employment	Government figures show that In August 2005, more than 32,000 people in Newcastle were in receipt of benefit related to a lack of employment. <sup>21</sup> The most excluded among these are people who face a range of barriers to their obtaining and sustaining employment.
People with learning disabilities	Newcastle has increasing numbers of people with complex physical and learning disabilities living longer with increased expectations in relation to levels of support to enable independent living. At present we estimate there to be 1449 adults with learning disabilities in Newcastle and 418 children. Government cuts in education funding now mean that many are excluded from support and capacity building through education <sup>22</sup> .
People with mental health issues	The draft Newcastle Health Improvement Strategy identifies people with mental health issues as a top priority arising from the initial consultation states, "The stigma associated with mental health problems will be removed and people will feel valued and have high esteem, feeling part of a strong cohesive community with inclusive social networks."
Isolated and vulnerable older people	Currently, just over 30% of the population in Newcastle is aged over 50, and the numbers are set to grow further. By the year 2028, 38% of the population will be aged 50 or over, the number of people over 65 will have increased by 25% and those over 85 by 57% <sup>23</sup> . We will need to establish a definition of a target most excluded group in this area.
Homeless people	The number of people reporting as homeless is increasing, and the City's Homelessness Section is accepting an increasing number of people as being in priority need. However small the numbers involved, it could be argued that homelessness is one of the most

<sup>20</sup> Assessment of Learning and Skills Needs in Tyne and Wear 2004. T&W Learning Skills Council

<sup>21</sup> Newcastle Regeneration Strategy 2006

<sup>22</sup> Newcastle Regeneration Plan Evidence Base, Newcastle Neighbourhood Information Service 2006

<sup>23</sup> Newcastle Quality of life Strategy for an Ageing Population (Draft) 2006

Target Group	Rationale
	profound symptoms of social exclusion.

\* = Also a priority in the Government Action Plan on Social Exclusion

**Fig 9.2 Examples of current social inclusion work**

Operational area	Initiative
Reducing inequalities in service provision	<ul style="list-style-type: none"> <li>The Council's major initiative to achieve level five of the national Equality Standard for Local Government involves all Council staff in developing their ability to cater for a diverse range of customers. Nearly 200 Council services have had Equality Impact and Needs Assessments [EINAs] run on them.</li> </ul>
Improving service and opportunity inclusion	<ul style="list-style-type: none"> <li>The council is involved in major initiatives such as SureStart, Teenage Pregnancy Strategy and Children's Fund which have a focus on increasing inclusion through actions such as reducing teenage pregnancy rates, raising attainment and increasing the number of young people in education, employment and training</li> <li>The Regeneration Strategy, the Neighbourhood Renewal Programme and the New Deal for Communities programme are all significant strategies in terms of work to close the gap between people in the most deprived areas and the rest of Newcastle</li> <li>Along with out partners we are formulating a <i>Newcastle Quality of Life Strategy for an Ageing Population</i> with the overarching aim of improving the quality of life of older people in Newcastle.</li> </ul>
Developing community safety	<ul style="list-style-type: none"> <li>The SNAPS Safe Neighbourhoods Action and Problem Solving project brings together different agencies and organisations to solve problems of crime and disorder and improve conditions and feelings of security.</li> <li>The Safe Newcastle Partnership is seeking to reduce crime and anti social behaviour in the city centre via, for example the Taxi Marshall Project – a pilot initiative where police officers operated at 4 taxi ranks in Newcastle city centre for three months in 2005. The scheme was independently evaluated and showed that incidents of violent behaviour and anti-social behaviour in and around taxi ranks reduced. In particular there was an</li> </ul>

Operational area	Initiative
	increase in the number of women using the ranks.
Developing personal empowerment and the building of stronger communities	<ul style="list-style-type: none"> <li>• The recently developed Community Engagement Strategy sets out how we intend to be more effective at involving all communities in the decisions that affect them. A variety of techniques are being developed to help to reach and hear the more excluded groups.</li> <li>• The Newcastle New Deal for Communities programme has involved residents by improving the capacity of community organisations and giving residents responsibility and resources to develop action plans and prioritise implementation.</li> </ul>

## 10. Delivery principles of our strategy

### *Key challenges*

The key **external** challenge is the complexity and entrenchment of social exclusion. Traditional approaches to these issues haven't worked.

The key **internal challenge** is to get the different directorates of the City Council to work effectively with one another and in effective partnership with private, voluntary and community sector agencies.

We therefore suggest a **range of techniques and resources** with which we can renew our efforts to tackle social exclusion. The first part of these is to re-define our approach to the issue.

### *The Newcastle approach*

In response to the circumstances and challenges outlined above, here are the key elements of our proposed working approach:

- **A holistic approach** is vital, we will link our work on equalities, community cohesion, community safety, citizenship, empowerment and the strengthening of communities.
- **Communities are central** – we aim to enable people both individually and in groups to be empowered. Empowerment is essential to sustainable inclusion. Communities are both geographical and of common interest groups
- **Partnership is vital** - we will work with our partners whenever possible and make full use of their expertise. As part of this pragmatic approach we intend to make use of all of the skills and knowledge available to us.

- **Social regeneration** - social inclusion is about people, we must strengthen our ability to enable the provision of social regeneration in tandem with physical regeneration. The social is often harder than the physical, but we must not shy away from the challenges it presents.
- **Adding value** – where we are already tackling issues of social exclusion this strategy is designed to add value to that work. Where we are not, it is designed to draw attention to the issue. In both cases its aim is to bring new thinking and renewed vigour to our work.
- Our delivery approach is based on the premise that **mainstreaming social inclusion** activity into service delivery is the most effective way to deliver inclusion in the longer term. Having said this, in the shorter term, focused skills and resources will be needed to build momentum in inclusion work.
- **Strategy alignment** – social inclusion is a complicated subject with relevance to many services. Consequently there are many strategies and plans with references to social inclusion, both existing and being drafted. We will ensure; a] that the messages being given out by the Council on social inclusion are consistent and that b] wherever possible co-ordinated work is going on. Beyond that, we welcome and support the variety of approaches being tried to combat social inclusion and will not seek to control or impede the work of departments and partners.
- We will **set our work on inclusion in the wider context**; citywide, sub-regional, regional, national and international. This will involve sharing and comparing information and experiences, learning from one another and working together with other councils and agencies to improve our performance. We already have networks established such as Core Cities and Eurocities. We intend to develop better links locally with other Tyne and Wear and North East authorities.
- Our actions will be **evidence based**. We will expand our evidence base using primary research and consultation where appropriate as well as making full use of the expertise of our partners inside and outside the council – the experience of frontline staff, academic research and work of other policy units.
- We will be **innovative** in our approach. We will take risks and try new things in our attempts to conquer the challenges identified. This is easier to say than do, but we do believe that new ways of working will be needed and some established thinking challenged if we are to make genuine progress in tackling exclusion.

## **11. Ways of working - tools and techniques**

### **1. *The Council's leadership role***

The City Council has a crucial leadership role to play in developing the type of place that Newcastle is.

The specific mechanisms for providing this leadership are:

- Overall leadership via the Council's own position and its role as key agency in the Newcastle partnership and other multi-agency partnerships
- Leadership on the delivery of social inclusion work which is provided through the various Council Committees, Portfolio Groups and Boards.
- The Lead Officer responsible for the delivery of this strategy will be the Head of Social Inclusion, reporting to the Assistant Chief Executive / Director of Policy.
- This work will link closely to the development of a social inclusion communications strategy [see below].

### **2. *The corporate social inclusion team***

With the appointment of the Council's first Head of Social Inclusion the Council has established the Social Inclusion Unit [SIU] in July 2006. The unit is based in the Chief Executive's Office. Its role is to provide expertise, advice and support to delivery directorates in their work on social inclusion. The team has a wide remit, which can only be successfully delivered through close collaboration with our internal and external stakeholders and partners.

The SIU will work towards becoming a specialised consultancy service for the authority which will gather and hold intelligence around social inclusion, for example, demographic information around deprivation, or examples of good practice. The unit will also be able to assist in trouble-shooting when required, and is already being used for this purpose. We envisage that the team champion social inclusion as well as monitor how effective we are at embedding and delivering against our targets on inclusion. We will in time, develop frameworks and toolkits that will assist the council in delivering services effectively to those people who are most in need of them.

### **3. *Social inclusion staffing in directorates***

Many staff are already undertaking social inclusion work and have been doing so for years. We want to support these staff, help them to be as effective as possible and enable them to share good practice and build partnership. We will do this via regular **Social Inclusion Network [SIN]** meetings and the various other communication and support methods described in this strategy.

#### **4. *Social inclusion awareness and skills development***

A key barrier to progress on social inclusion identified at staff consultative workshops was continuing negative staff attitudes to customers and communities.

If we want our staff to be more effective in work on social inclusion, we have to provide them with the awareness, information, skills and confidence to do this. We will be providing a co-ordinated programme of information sharing and training on social inclusion and innovative ways of working to tackle issues.

#### **5. *The social inclusion toolkit***

To inform the Council's work in relation to social inclusion we will be pulling together a series of databases of relevant information. These will be co-ordinated by the Social Inclusion Unit; they will cover:

- Existing social inclusion practice in Newcastle
- References to social inclusion in strategies and action plans in Newcastle
- Relevant social inclusion performance indicators
- Examples of good practice; locally, nationally and internationally
- Sources of further information, advice and support
- Techniques for developing innovative approaches to tackling social inclusion challenges.

#### **6. *Social Inclusion and Community Cohesion Impact and Needs Assessments***

To ensure that social inclusion is always considered in all significant initiatives and policies, we will be expanding our current system of Equality Impact and Needs Assessments [EINAs] to take into account Social Inclusion and Community Cohesion. We will make it a requirement that all initiatives and projects consider equality, social inclusion and community cohesion at key times in their development. In this way the social impact of our work will become part of the way we think and not an afterthought. More importantly, by carrying out these comprehensive assessments we will be better able to see to what extent our work is benefiting the most excluded individuals.

#### **7. *Social Inclusion Issues Groups***

The evidence - including that from the Government in its recent Action Plan - shows that existing and past ways of working have not solved the more entrenched issues of social exclusion. If we do not come up with new thinking we will not make best possible progress.

Social inclusion issues need different and new approaches. They need breaking out of the “silos” of previously identified areas of responsibility. We therefore plan to develop the approach of forming multi departmental and multi agency Issues Groups to look in depth at key social inclusion issues.

These groups need not be very expensive in resource terms. The emphasis will be on quality not quantity of input and they will be time limited. The groups will work in an open, and honest way, to try to break down agency defensiveness and protectiveness about issues and “territory”. The key purposes of an Issues Group will be broadly:

- To identify the issue/s to be tackled
- To identify who is doing what about the issue
- To confirm what we think about the issue
- To agree what we will or will not do.

Once an issues Group has gone through this process, the actions following will move into project management systems and departmental and agency work plans.

## **8. Social Inclusion Seminars**

Social inclusion is a subject that merits and can gain from being talked about. Linked to our plans to develop a social inclusion network for Newcastle [below], we plan as the City Council to co-host a regular series of discussions and debates on social inclusion, social policy and community cohesion issues. Through these we aim to build the knowledge base and the consensus of thinking in the city on these crucial current issues.

## **9. A Social Inclusion Network for Newcastle**

We are keen to develop the critical mass of expertise and intelligence available in the city on the subjects of social inclusion and community cohesion. To do this we will be inviting the Universities and other key partners to explore with us the potential for establishing a research and development partnership body.

## **10. A Partnership Fund for Social Inclusion and Community Cohesion.**

We believe that the objectives of our strategy will only be achieved through extensive partnership initiatives with community and voluntary sector organisations. Such initiatives need to be resourced. To enable this we will seek to establish a partnership fund and programme of work – probably co-ordinated probably through the Newcastle Partnership. [For more details see section 13 below].

## 12. Communication strategy

Communication has a major part to play in the social inclusion strategy in the following ways:

- We need to promote and explain the concept of social inclusion because it is not widely known or understood.
- Part of the reason why some people are socially excluded is that they are criticised or demonised by the media. We need to redress these negative messages and communicate a positive message promoting inclusion throughout the city.
- Better communication of the services and opportunities on offer is a key element of social inclusion. The basics are things like providing documents and letters in plain English, offering alternative formats of communication eg. Braille, or offering translation and interpretation where possible.
- Beyond this we will need to employ more varied and innovative communication techniques to reach the harder to reach groups such as people who do not read any written language.
- Effective and appropriate communication with our agency partners in all sectors will also be crucial. The Government's Action Plan has pointed out that traditional public sector approaches have over 10 years still failed to influence some in society. We will need to use techniques such as a shared website, email newsletters to communicate to and between partner agencies.
- We also recognise that we need to communicate more effectively within the Council between departments and directorates to ensure that the considerable resources of the Council are focused effectively on the same objectives. The development, communication and implementation of this strategy is part of this process.

## 13. Co-ordination and monitoring

### *Performance indicators*

The principle of social inclusion should inform everything that the Council does – from the delivery of services in social care and education to our strategic involvement in economic regeneration. The breadth and scope of this conception of social inclusion means that there are potentially a vast number of indicators which, to a greater or lesser extent, can measure social inclusion.

Work is still underway on what is a complex task, but our approach to the development of indicators for social inclusion is in two parts:

- There will be a series of specific measures and indicators linked to the agreed priority target groups and issues within this strategy. [see table 9.1 above]
- There will be a limited number of general indicators of social inclusion, derived mostly from perceptual surveys of the population of the city.

### ***Specific performance indicators***

Social inclusion is a principle that at least in part, informs a great many of the performance indicators that different service areas of the authority work to. These include statutory measures from central government such as Best Value Performance Indicators (BVPI) and local indicators that inform the annual Corporate Plan. A summary of the key sources of relevant performance indicators is as follows:

Two key directorate areas of work in which social inclusion priorities are located are **Children's Services** and **Regeneration**. The strategies and service plans for these Directorates contain a number of relevant performance indicators. For example in the Children and Young Peoples Plan one of the indicators is to reduce the number of teenage conceptions by 15% by 2010, and in The Regeneration Strategy, one of the indicators is to Reduce crime in the City Centre by 3% every five years from 2006 to 2021.

At present the corporate social inclusion team together with the corporate performance management team plays a coordinating role in the management of performance indicators targeted at equalities and linked specifically to the council's aim of reaching level five of the **Equality Standard for Local Government** (ESLG).

There is a raft of statutory **Best Value Performance Indicators** [BVPs] measuring such things as the percentage of Council employees who are from a black or minority ethnic background and we have also recently introduced a series of local equality indicators.

One of the key performance areas for the authority in social inclusion and particularly service and opportunity inclusion is the **Local Public Service Agreement** (LPSA). The LPSA is a collection of indicators, which the Newcastle Partnership has agreed with Government to target with extra resources in order to improve our performance. Some of the area the LPSA targets are; improving health, employability and educational achievement. For example, we want to improve educational attainment in some of the least well off neighbourhoods and increase the percentage of year 11 students achieving 5 or more GCSE A-C including English from 18% in 2004/5 to 22.5% in 2007/8.

As part of the **Local Area Agreement** the Newcastle Partnership has proposed a number of indicators aimed at promoting and measuring inclusion, community cohesion and community safety. For example, we aim to increase year on year the percentage of people who respond in our annual residents' survey that they feel safe after dark in Newcastle. We also wish, for example,

to increase the numbers of reports of hate crime reported to Agencies against Racist Crime and Harassment (ARCH) by 25% each year from 2007-2010..

### ***Strategy mapping and target setting***

As an early action, we are undertaking an exercise to identify relevant social inclusion activities being undertaken throughout the Council and cross reference them to a central database.

We may also develop a system such as the **[S]** symbol being set against all relevant indicators, so leaving them in place in their mainstream delivery location but also cross referencing them to the social inclusion strategy.

### ***Performance management and reporting***

The Head of Social Inclusion reports to the Assistant Chief Executive and Director of Policy.

To co-ordinate and monitor the effective delivery of this strategy, we will modify but maintain the Social Inclusion Project Management Board for the next 12 months. At that point the role of the Board will be reviewed.

The key co-ordinating reporting channel for work on social inclusion, within the structures of the Council is to the Neighbourhood Management and Communities Portfolio Group.

The target groups and outcomes of the strategy are also relevant to a variety of other committees, portfolio groups and partnerships. Separate and specific reporting of work in relation to different target groups will take place through these channels.

## **14. Resources**

### ***Human resources***

We plan to organise the human resources element of this strategy in the following ways:

- Within the Chief Executive's Office, certain staff will have designated responsibilities for co-ordinating the social inclusion strategy under the title, the Social Inclusion Unit. A budget decision has been made to recruit to two posts for the year 2007/08 onwards.
- Other members of the Policy Team will assist with aspects of the strategy.
- In other directorates we will seek to identify staff who will take lead and co-ordinating responsibilities.

- We will also compile a directory of further staff and teams who have roles with a notable social inclusion element in their brief.

### ***Financial resources***

We believe that the objectives of our strategy will only be achieved through extensive partnership initiatives with community and voluntary sector organisations. Such initiatives need to be resourced. To enable this we will seek to establish a **Partnership Fund for Social Inclusion and Community Cohesion**.

Our intention is that by judicious use of Council resources, this fund could lever charitable, other public, and private sector funds into the city in at least a 3 to 1 ratio. The fund will probably be established as an independent charitable trust and its management may be contracted out to an experienced charitable funding body. The Council would sit as one of the trustees of the fund.

## **15. Outline Action Plan**

The key to a successful strategy is to move beyond the general statements of commitment into how we will actually do things to tackle the issue.

A draft general action plan is attached at appendix A.

As mentioned above, specific action plans will be developed as and when key social inclusion strategy priorities are agreed.

<b>Objective</b>	<b>Key Actions</b>	<b>Key persons/ departments / partners</b>	<b>Key Measures</b>	<b>Deadline</b>
<b>DEVELOPMENT ACTIONS</b>				
To develop leadership and commitment to social inclusion within the City Council	Establish agreed definition and responsibilities for social inclusion  Agree corporate social inclusion strategy	Head of Social Inclusion  Portfolio holder Community and Neighbourhoods  SI strategy Project Board	Completed and agreed SI strategy	Draft by Dec 06  Final by July 07
To communicate the strategy	Develop communication plan for the strategy  Communicate Corporate SI strategy	Head of Social Inclusion Comms Dept  Ditto	Follow up survey of target respondents	Sept 07  Sep 07
To link equality and community cohesion work in to the social inclusion strategy	Develop the medium term Corporate Equality Strategy	SIU with ESLG Programme Group	Completed and integrated strategy	Sep 07
	Develop the Community Cohesion Strategy	SIU with Social Policy Team and Community Safety Team	Completed and integrated strategy	Oct 07
To establish a baseline / existing position of social inclusion in Newcastle	Gather relevant data	SIU - with the assistance of Social Policy Team, the Performance and Improvement Unit's NNIS team and specific officers in directorates	Completed data bank	June 07
	Audit existing plans and strategies		Completed plans and strategies audit	March 07

<b>Objective</b>	<b>Key Actions</b>	<b>Key persons/ departments / partners</b>	<b>Key Measures</b>	<b>Deadline</b>
	Draw together and communicate directory of social inclusion activities within the Council and the City	Assistance from Newcastle Partnership Equality and Community Cohesion Working Group	Completed initial directory of SI initiatives	May 07
To gather good practice examples, and to proactively share them with others	Gather good practice examples; Newcastle, Regional; Core Cities; National; International  [Draw also from actions above]	SIU - with the assistance of Social Policy Team, the Performance and Improvement Unit's NNIS team and specific officers in directorates	A published good practice data bank  An effective dialogue on good practice within Newcastle	Sept 07  From April 07 on
To strengthen links with external partners and communities Communities	Undertake round of consultative meetings on the draft strategy  Hold series of discussion seminars on topics  Regular input to the LSP E, I and CC WG and other forums	SIU  SIU  SIU	X successfully completed consultative meetings  X successfully completed seminars	May 07  March 2010  Ongoing to 2010

<b>Objective</b>	<b>Key Actions</b>	<b>Key persons/ departments / partners</b>	<b>Key Measures</b>	<b>Deadline</b>
<b>DELIVERY ACTIONS</b>				
Staff resources – skills and awareness to assist the council to embed social inclusion into our work	<p>Clarify staff training and development needs</p> <p>Identify resource needs to meet T and D needs</p> <p>Introduce a programme of staff T and D</p>	SIU and Organisational Development/ Training Dept		<p>Sept 07</p> <p>Oct 07</p> <p>March 08 [p1] March 09 [p2]</p>
To establish the social inclusion resource toolkit	<p>Gather necessary material</p> <p>Organise</p> <p>Communicate</p> <p>Update and improve</p>	SIU / SP Team	Initial toolkits available to staff	<p>June 07</p> <p>Ongoing</p>
To implement Social Inclusion and Community Cohesion Impact and Needs Assessments	<p>Agree form and programme of assessments</p> <p>Implement initial programme of assessments</p>	SIU plus directorates/ departments	Successfully completed x test assessments	<p>March 08 [p1]</p> <p>March 09 [p2]</p>
To implement Social Inclusion Issues Groups	Agree form and programme of groups			Oct 07 [p1]

<b>Objective</b>	<b>Key Actions</b>	<b>Key persons/ departments / partners</b>	<b>Key Measures</b>	<b>Deadline</b>
	Implement series of group meetings		Successfully completed x meetings	To March 08 [p1]
To co-host a series of Social Inclusion Seminars	Identify and consult key potential partners  Hold initial events  Evaluate	SIU	Partners identified  3 events held in 2007/8	May 07  June 08 [p1] on March 08
To establish the Newcastle Social Inclusion Network	Hold exploratory discussions with universities and think tanks  Agree way forward if possible	Head of Social Inclusion  Report to AD Policy	Positive report	Dec 07
To establish the Partnership Fund for Social Inclusion and Community Cohesion	Undertake feasibility study  Establish fund if feasible	SIU plus external consultant if required.  Key funders like Northern Rock Foundation, Home Office and Big Lottery	Completed feasibility study  Established fund	Dec 07  October 08
Other relevant actions to be identified...	To be added	To be added	To be added	To be added

## Key questions

In planning our Social Inclusion Strategy, we need to know that what we are planning will deliver real change to the individuals and groups most in need. Before we finalise our strategy, we are seeking views and comments from a wide range of specialist organisations, practitioners, community groups, and other interested parties to ensure that we get the strategy right. We've identified the following key questions, but if you have any other comments, please feel free to communicate them.

1. Is our definition and model of social inclusion appropriate?
2. Have we identified the right priority groups?
3. Does the evidence support our choice of groups?
4. Is our approach correct and our proposed working methods right?

Comments can be sent to [social.inclusion@newcastle.gov.uk](mailto:social.inclusion@newcastle.gov.uk), by calling Nick Gray on (0191) 211 5029, or by post to

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