

**Getting the Best Out of Your Health and Wellbeing Board
Health and Wellbeing Board Leadership Development Offer**

Health and Wellbeing Board Information Resource

This document brings together information about publications and websites which should be of value to Health and Wellbeing Boards.

The references are arranged by subject and include title, author, publisher, date, number of pages and where possible a brief description, which should help in determining whether it is likely to be relevant to your particular needs. Within each section, it broadly lists those likely to be most useful or relevant first, though of course, that is a very subjective judgement and will vary from person to person. Where there are two weblinks, the first is to a general 'source' page and the second direct to the document itself.

Inevitably it will be incomplete. Also, there are some documents which are now quite old, but may nevertheless contain some useful elements. These are not recommendations, just a starting point to help you find what is useful.

We are keen to further develop the resource, so if you have any comments or suggested additions, do please contact: marie.coffey@local.gov.uk

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1. Policy and Legislation

Health and Social Care Bill (HL Bill 119 2010-12 [as amended in Committee])

2012. 460 pages.

<http://services.parliament.uk/bills/2010-11/healthandsocialcare.html>

Equity and Excellence: Liberating the NHS

Department of Health. The Stationery Office Limited. 2010 July. 61 pages.

From the DH website: "The NHS White Paper, Equity and excellence: Liberating the NHS, sets out the Government's long-term vision for the future of the NHS. The vision builds on the core values and principles of the NHS - a comprehensive service, available to all, free at the point of use, based on need, not ability to pay.

It sets out how we will:

*put patients at the heart of everything the NHS does;
focus on continuously improving those things that really matter to patients - the outcome of their healthcare; and
empower and liberate clinicians to innovate, with the freedom to focus on improving healthcare services."*

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_117353

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/@ps/documents/digitalasset/dh_117794.pdf

Healthy lives, healthy people: our strategy for public health in England

Department of Health. The Stationery Office Limited. 2010 November. 100 pages.

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_121941

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_127424.pdf

Healthy lives, healthy people: update and way forward

Department of Health. The Stationery Office Limited. 2011 July. 37 pages.

Reports on progress on developing the vision in the original White Paper (Healthy Lives, Healthy People) and a timeline for completing the operational design of the work.

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_128120

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_129334.pdf

Public Expenditure. Thirteenth Report of Session 2010-12

House of Commons Health Committee. The Stationery Office Limited. 2012 January. 138 pages.

A review of progress within the health and care system towards meeting the "Nicholson Challenge" - how to deal with pressures building in the system from demand continuing to grow while health and social care budgets have stopped growing. The report looks at the context, progress on the QIPP programme, pressure on social care services and integration of health and social care.

<http://www.publications.parliament.uk/pa/cm201012/cmselect/cmhealth/1499/149902.htm>

<http://www.publications.parliament.uk/pa/cm201012/cmselect/cmhealth/1499/1499.pdf>

Accountability in the NHS. Implications of the government's reform programme

Maybin, Jo; Addicott, Rachael; Dixon, Anna. King's Fund. 2011. 64 pages.

http://www.kingsfund.org.uk/publications/nhs_accountability.html

Fairer Care Funding. The Report of the Commission on Funding of Care and Support.

Dilnot, Andrew et al. Stationery Office. 2011 July. 82 pages.

<http://www.dilnotcommission.dh.gov.uk/our-report/>

<https://www.wp.dh.gov.uk/carecommission/files/2011/07/Fairer-Care-Funding-Report.pdf>

Healthy lives, healthy people: Improving outcomes and supporting transparency. Part 1: A public health outcomes framework for England, 2013-2016

Department of Health. 2012 January. 52 pages.

This is the first of three documents. This document, Part 1, sets out the overarching vision for public health, the desired outcomes and indicators to show improvement. Part 2 specifies those technical details for indicators currently available. Part 3 is the impact assessment and equalities impact assessment.

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_132358

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/documents/digitalasset/dh_132559.pdf

The operating framework for the NHS in England 2012/13 [Mindmap]

NHS Confederation. 2011 December. 1 pages.

A one page 'mindmap' diagram showing the key points of the NHS operating framework for 2012/13.

<http://www.nhsconfed.org/Publications/briefings/Pages/Operating-Framework-2012-13.aspx>

<http://www.nhsconfed.org/Publications/briefings/Pages/Operating-Framework-2012-13.aspx>

Developing clinical commissioning groups: towards authorisation

DH. Department of Health. 2011 September. 28 pages.

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_130293

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_130318.pdf

Open Public Services White Paper

HM Government. The Stationery Office Limited. 2011 July. 58 pages.

This White Paper sets out how the Government aims to improve public services by applying five key principles: increasing choice; decentralising power to the lowest appropriate level; opening public services to a diverse range of providers; ensuring fair access to public services; and accountability to users and taxpayers.

<http://www.cabinetoffice.gov.uk/resource-library/open-public-services-white-paper>
<http://www.cabinetoffice.gov.uk/sites/default/files/resources/open-public-services-white-paper.pdf>

Web site. Care Quality Commission

<http://www.cqc.org.uk/>

2. Health and Wellbeing Boards

New Partnerships, new opportunities. A resource to assist setting up and running health and wellbeing boards - Case studies

Campbell, Fiona. Local Government Association. 2011 October. 36 pages.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=23344145>
<http://www.idea.gov.uk/idk/aio/31598757>

New partnerships, new opportunities. A resource to assist setting up and running health and wellbeing boards - Executive summary

Campbell, Fiona; Heron, Christine. Local Government Group. 2011 October. 40 pages.

A summary of learning from 9 shadow Health and Wellbeing Boards, researched in summer 2011. There are links to detailed case studies and the full resource (which is 175 pages, including case studies). There are sections on: 1. Preparing for the board. 2. Forming the board. 3. Work programmes, priorities and commissioning. 4. Developing JSNAs and JHWSs. 5. Review, performance and looking forward.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=31196365>

Operating principles for health and wellbeing boards. Laying the foundations for healthier places

Department of Health, NHS Confederation, LGA, and others. NHS Confederation. 2011 October. 16 pages.

<http://www.nhsconfed.org/Publications/reports/Pages/Operating-principles.aspx>
http://www.local.gov.uk/c/document_library/get_file?uuid=c40f27d7-7208-4dc1-9120-fa5fd67e5253&groupId=10161

Web pages. Must Knows for Health and Wellbeing Boards

LGA (Healthy Communities Programme). 2012 February.

Twenty aspects of health and wellbeing that elected members really need to know. Each one is just a couple of pages and addresses four areas: 1. why is this important, 2. The role of the local authority, 3. Key tasks for elected members, 4. Useful links: where to find more. Topics include public health, health inequalities, mental health, commissioning, the role of social care, evaluation, regulation and safeguarding.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=33548410>

New partnerships, new opportunities. A resource to assist setting up and running health and wellbeing boards

Campbell, Fiona; Heron, Christine. Local Government Association. 2011 November. 175 pages.

The full document, including case studies (also available separately).

<http://www.idea.gov.uk/idk/core/page.do?pagelId=31196365>

3. Partnership Working and Integration

Integrated Care - Making it happen. A Joint Statement between the Association of Directors of Adult Social Services and the NHS Confederation

ADASS and NHS Confederation. 2012 January. 2 pages.

From the website: "This joint statement builds on work carried out by ADASS and the NHS Confederation in 2010 and subsequent events and consultations with members. It focuses on what the health and social care system can do to integrate services in order to improve care for patients." Includes five 'top tips' to support integrated working and some brief examples to illustrate what it will look like."

http://www.adass.org.uk/index.php?option=com_content&view=article&id=471&Itemid=377

<http://www.adass.org.uk/images/stories/Publications/Miscellaneous/IntegratedCare-MakingItHappenJan12.pdf>

Guidance to local areas in England on pooling and aligning budgets

CLG. Department for Communities and Local Government. 2010 March. 29 pages.

<http://www.communities.gov.uk/publications/localgovernment/poolingaligningbudgets>

Integrated care for patients and populations: Improving outcomes by working together

A report to the Department of Health and the NHS Future Forum

Goodwin, Nick; Smith, Judith; Davies, Alisha; Perry, Claire; Rosen, Rebecca; Dixon, Anna; Dixon, Jennifer; Ham, Chris. The King's Fund. 2012 January. 20 pages.

The website says that the report: "examines:

- *the case for integrated care*
 - *what current barriers to integrated care need to be overcome and how*
 - *what the Department of Health can do to provide a supporting framework to enable integrated care to flourish*
- options for practical and technical support to those implementing integrated care, including approaches to evaluating its impact.*

The report asserts that developing integrated care should assume the same priority over the next decade as reducing waiting times had during the last."

There is also a video describing the key points in about 10 minutes.

http://www.kingsfund.org.uk/publications/future_forum_report.html

Integrated care summary: What is it? Does it work? What does it mean for the NHS?

Ham, Chris; Curry, Natasha. King's Fund. 2011 September. 8 pages.

Summary from website: "Chris Ham summarises the different forms of integrated care and their impact so far on the NHS. Based on our major review of integrated care (Ham and Curry, 2010), it has been prepared in the light of the increased interest in integrated care arising out of the work of the NHS Future Forum and the government's response."

http://www.kingsfund.org.uk/publications/articles/integrated_care_ham.html

Integration this time? Liberating the NHS and the role of local government

Wistow, Gerald. Local Government Association. 2011 March. 25 pages.

From the introduction: "This paper ... summarises findings from a historical overview of arrangements and experiences of joint working between local government and the NHS since the foundation of the latter in 1948. This overview generates ten 'principles of integration' which are then used as a framework for analysing the relevant provisions of the government's current proposals. The results demonstrate a relatively good fit between the principles and proposals. Finally, we consider some risks to the successful application of the emerging framework which arise from the implementation of the wider arrangements for commissioning and accountability in the NHS."

<http://www.idea.gov.uk/idk/core/page.do?pagelId=27388210>

<http://www.idea.gov.uk/idk/aio/27388110>

Partnership Working and the Implications for Governance: Issues affecting public health partnerships. Final report. NIHR Service Delivery and Organisation programme.

Hunter, David J.; Perkins, Neil; Bamba, Clare; Marks, Linda; Hopkins, Trevor; Blackman, Tim. National Institute for Health Research. 2011 March. 156 pages.

Concludes that there is no evidence of partnerships impacting positively on outcomes. Does suggest things that make partnerships better.

<http://www.sdo.nihr.ac.uk/projdetails.php?ref=08-1716-204>

Routes for social and health care: A simulation exercise

Harvey, Sarah; McMahon, Laurie; Humphries, Richard. King's Fund. 2011 June. 38 pages.

From website: "How can the health and social care system rise to the current political and financial challenges? This paper is based on a simulation exercise which set up a number of routes to managing change." Includes reflections on 'the potential of health and wellbeing boards to offer system leadership in moving towards different models of care'.

Routes-for-social-and-health-care.pdf<http://Routes-for-social-and-health-care.pdf>

Where next for health and social care integration. Discussion Paper, Issue 8.

NHS Confederation and Primary Care Trust Network. NHS Confederation and Association of Directors of Adult Social Services (ADASS).. 2010 June. 8 pages.

http://www.nhsconfed.org/Publications/Documents/health_social_careintegration180610.pdf

Localism: delivering integration across housing, health and care

Davis, Sarah. Chartered Institute of Housing. 2011 June. 29 pages.

<http://www.cih.org/policy/fpp-Localism-integrationacross-hhc.pdf>

The search for low-cost integrated healthcare. The Alzira model - from the region of Valencia

NHS Confederation. NHS Confederation. 2011 December. 20 pages.

From website: "This paper examines a pioneering approach to the provision of integrated healthcare through public-private partnership; the Alzira model from the region of Valencia, Spain.

The Alzira model was the subject of an NHS Confederation study visit in March 2011 to see first-hand its evolution, integration of clinical and business models, documented outcomes, and political, economic and societal impact on healthcare in Spain. This paper is a report from that visit, and examines the aims and components of the model in light of the current challenges facing the NHS in England."

<http://www.nhsconfed.org/Publications/reports/Pages/integrated-healthcare.aspx>
[Integrated healthcare 141211.pdf](http://Integrated%20healthcare%20141211.pdf)[http://Integrated healthcare 141211.pdf](http://Integrated%20healthcare%20141211.pdf)

Using System Dynamics for Integrated Care and Support Pathway Planning

Care Services Efficiency Delivery. Department of Health. 2009 May. 16 pages.

<http://www.csed.dh.gov.uk/ICSPP/usingsystemdynamics/?parent=5537&child=5566>

Collaboration Matters (Inaugural lecture)

Sullivan, Helen. College of Social Sciences, University of Birmingham. 2010 June. 22 pages.

Academic but well explained and evidenced, built on solid research and with many current examples from public policy. Helpful for anyone wanting to get a deeper understanding of partnerships

<http://www.download.bham.ac.uk/govsoc/pdfs/collaboration-matters-inaugural-text.pdf>

Better Outcomes

Cumming, Lauren M., Dick, Allastair, Filkin, Geoffrey, Sturgess, Gary L.. 2020 Public Services Trust. 2009 December. 68 pages.

<http://www.2020publicservicetrust.org/publications/>

Governing Partnerships: Bridging the accountability gap

Audit Commission. Audit Commission. 2005 October. 80 pages.

<http://www.audit-commission.gov.uk/reports/NATIONAL-REPORT.asp?CategoryID=&ProdID=1CDA0FEF-E610-463c-B3F3-220F607B1A2C>

Integrated Public Service Budgets - Research Project Discussion Paper

Inlogov and Matrix Knowledge Group. Local Authorities & Research Councils' Initiative. 2010 August. 21 pages.

<http://www.rcuk.ac.uk/kei/Engaging/larci/AboutLARCI/Pages/Themes.aspx>

Leadership of place: light touch mapping

Improvement and Development Agency. 2009 October. 39 pages.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=15617007>

<http://www.idea.gov.uk/idk/aio/15616541>

Leading Better Together

Shared Intelligence. Improvement and Development Agency. 2009 December. 32 pages.

From the Introduction: "This research exercise into joint working between directors of public health (DsPH), directors of adults' services (DsASS) and directors of children's services (DsCS) took place in May and June 2009. The aims of the project were to explore the appetite for joint working; establish what current arrangements exist; and find out what opportunities for joint development are currently provided and what future support would be useful." The report looks at the context, rationale, existing arrangements and benefits of joint working, at challenges and barriers and areas of support.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=15727555>

<http://www.idea.gov.uk/idk/aio/15728252>

New Routes to Better Outcomes: Part 1 - improving public services through local partnerships

Peterson, Henry. IDeA. 2009 July. 24 pages.

From the website: "This publication analyses the progress made since 2004. It makes a case for further reforms from central government to consolidate the framework around local area agreements (LAAs) and strengthened local strategic partnerships (LSPs).

It provides valuable insights into current government thinking, including discussion from the May 2009 conference on the prospects for the current national performance framework following a general election"

<http://www.idea.gov.uk/idk/core/page.do?pagelId=11796919>

New Routes to Better Outcomes: Part 2 - a practitioners' handbook

Peterson, Henry. IDeA. 2009 July. 58 pages.

Provides information on 20 different approaches being used by partnerships in the UK to deliver outcomes.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=11796919>

<http://www.idea.gov.uk/idk/aio/12054819>

Recognising, understanding and addressing performance problems in healthcare organisations providing care to NHS patients

Harvey, Gill; Hyde, Paula; Fulop, Naomi; Edwards, Nigel; Filochowski, Jan; and Walshe, Kieran. Department of Health. 2006 January. 45 pages.

A developmental resource for use by boards, chief executives, executive directors, clinical and network directors, and service managers

The Future of Joined-up Public Services

Dunleavy, Patrick. 2020 Public Services Trust. 2010. 34 pages.

http://www.lse.ac.uk/collections/LSEPublicPolicy/pdf/esrc_dunleavy.pdf

The life and times of the boundary spanner

Williams, Paul. Journal of Integrated Care. Vol 19 No 3, pp26-33. 2011. 8 pages.

Web page. Health Partnerships

Local Government Association.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=23344145>

Web site. Integrated Care and Support Pathway Planning

Department of Health.

The Care Services Efficiency Delivery (CSED) programme in the Department of Health closed on 31 March 2011, but there are still some helpful materials on the website. These, 'Integrated Care and Support Pathway Planning', provide the materials you need (slide pack, template documents etc.) to run five multi-stakeholder workshops that take the participants through a process of analysing the current care and support pathway, designing an ideal pathway, gaining consensus on required changes to commissioning decisions and agreeing an implementation action plan.

<http://www.csed.dh.gov.uk/ICSPP/>

4. JSNA - general

Joint Strategic Needs Assessment and joint health and wellbeing strategies explained

Department of Health. Department of Health. 2011 December. 24 pages.

summarises information from 'Joint strategic needs assessment: a springboard for action'. Has sections on 'How we will help you', 'Context' and 6 pages on the JSNA and JHWS themselves. Includes a number of short (typically half page) case studies from early implementers. Sets out the thinking/rationale intentions for and legal and regulatory framework of HWBs. Includes consideration of the need to focus on outcomes, integration and engaging the public.

Description from website: "The purpose of this document is to support emerging health and wellbeing boards as they engage with the refresh of Joint Strategic Needs Assessments and develop their preparatory joint health and wellbeing strategy. It also describes what support the Department of Health will provide, including what resources will be available and when, and how we will build in learning from early implementer health and wellbeing boards in this."

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_131702

Joint Strategic Needs Assessment: a springboard for action

Harding, Ed; Kane, Michelle; Shaw, Lorna; Gamsu, Mark; Whyte, David. Local Government Improvement and Development. 2011 April. 48 pages.

Describes the policy context, purpose and fundamental requirements of JSNAs. It raises a series of headings under seven themes: 1. Learn from the past. 2. Agree the scope and mandate for the JSNA process. 3. Know your audience. 4. Build trust and agree a shared process of strategic priority setting. 5. Match form to function and specify your JSNA products. 6. Secure the capacity, skills, data and knowledge needed to deliver your JSNA. 7. Agree governance and consolidate your vision into a clear specification. Within the themes there are questions, prompts for further thinking and case studies.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=26995274>

Joint Strategic Needs Assessment: Data Inventory

Brotherton, Paul (with contributions from Battersby, John) on behalf of the public health observatories in England. Local Government Group. 2011 October. 39 pages.

This guide identifies a range of relevant data for JSNAs in five domains: 1. Population. 2. Social and place wellbeing. 3. Lifestyles and health improvement. 4. Health and wellbeing status. 5. Service utilisation. 6. Priorities for action (i.e. how to move from a collection of information to a prioritised commissioning plan). Each domain starts with questions about the domain, followed by the sort of information which should help answer those questions.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=29219067>

<http://www.idea.gov.uk/idk/aio/31382107>

Culturally responsive JSNAs: a review of race equality and Joint Strategic Needs Assessment (JSNA) practice

Shared Intelligence and Race for Health. Local Government Improvement and Development. 2010 November. 39 pages.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=23707531>

<http://www.idea.gov.uk/idk/aio/24252469>

Including migrant populations in Joint Strategic Needs Assessment: a guide

Rose, Nigel; Stirling, Susy; Ricketts, Alison; Chappel, David; and others. Undated. 48 pages.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=25719135>

JSNAs and joint health and wellbeing strategies - draft guidance

DH. Department of Health. 2012 January. 40 pages.

An early draft of the statutory guidance on JSNAs and JHWS's for consultation. There would be further consultation on proposed statutory guidance if/when the Health and Social Care Bill is passed.

This looks at, amongst other things, the framework of statutory duties, timing, coverage, who can undertake and contribute to JSNAs and JHWSs, involving the community, the use of evidence and integration.

<http://healthandcare.dh.gov.uk/draft-guidance/>

<https://www.wp.dh.gov.uk/healthandcare/files/2012/01/JSNAs-and-joint-health-and-wellbeing-strategies-draft-strats.pdf>

The joint strategic needs assessment

NHS Confederation, LGID, RSPH. NHS Confederation. 2011 July. 8 pages.

A clear and concise guide to what JSNAs are and how to go about producing them, with links to practice. It summarises information found in LGID's Joint strategic needs assessment: a springboard for action, published June 2011.

<http://www.nhsconfed.org/Publications/briefings/Pages/joint-strategic-needs-assessment.aspx>

http://www.nhsconfed.org/Publications/Documents/Briefing_221_JSNA.PDF

Joint strategic needs assessment: vulnerable adults, housing and support. A collection of case studies

Local Government Improvement and Development. 2010 December. 34 pages.

From website: "This collection of six case studies from across the country highlights key recurring themes in ensuring that the housing and support needs of vulnerable adults are incorporated into JSNAs." The six case study areas are: East of England, Cambridgeshire, Devon, North West region, London Borough of Havering, and Bristol.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=23707135>

<http://www.idea.gov.uk/idk/aio/24594616>

Briefing by The Association of Chief Executives of Voluntary Organisations (ACEVO) - On 'next practice' in the JSNA

The Association of Chief Executives of Voluntary Organisations (ACEVO) On 'next practice' in the JSNA

ACEVO. 2010 July. 3 pages.

Outlines ACEVO's views of what a good JSNA that has effectively involved the voluntary sector would like. It would "1. Be a jointly-owned, living process, 2. Focus on outcomes and the future, 3. Have clarity at its heart, 4. Involve the right people, 5. Build on a wider context of successful partnership working."

<http://www.vodg.org.uk/JSNA-Resources/tools-and-good-practice/JSNA-briefing-sheets.html>

<http://www.vodg.org.uk/uploads/jsna/JSNA-ACEVO.pdf>

Joint Strategic Needs Assessment Development Programme. Embed the role of the voluntary sector and community engagement in the JSNA

Voluntary Organisations Disability Group. 2010 July. 103 pages.

In effect contains a range of documents within one publication. The first part is a progress report of activities. This is followed by the results of a desktop review with a large number of short case studies of JSNAs and a series of briefing sheets on good practice in engaging with LINKs.

<http://www.vodg.org.uk/JSNA-Resources/tools-and-good-practice/jsna-report.html>

<http://www.vodg.org.uk/uploads/jsna/JSNA-Progress-Report-Final.pdf>

JSNA and Housing: a review of northern approaches

Taylor, Sarah. Northern Housing Consortium. 2009 September. 14 pages.

From the introduction: "This Northern Housing Consortium¹ report is based on a review of the links being made between the housing sector² and Joint Strategic Needs Assessment (JSNA) within 9 areas across the north of England. It provides a summary of the policy context, the relevance of JSNA to the housing sector and highlights a series of key messages about progress and challenges. The report is of interest to commissioners and providers of housing, health and social care services as well as policy makers within national and regional government offices."

<http://www.northern-consortium.org.uk/Page/QualityOfLife/briefingreports.aspx>

[http://www.northern-](http://www.northern-consortium.org.uk/assets/policy/09%2009%20jsna%20and%20housing%20-%20a%20review%20of%20northern%20approaches.pdf)

[consortium.org.uk/assets/policy/09%2009%20jsna%20and%20housing%20-%20a%20review%20of%20northern%20approaches.pdf](http://www.northern-consortium.org.uk/assets/policy/09%2009%20jsna%20and%20housing%20-%20a%20review%20of%20northern%20approaches.pdf)

Measuring Demand - Making Decisions: A briefing paper exploring the relationship between commissioning and Joint Strategic Needs Assessment

Institute of Public Care and NWJIP. North West Joint Improvement Partnership.

2010 August. 23 pages.

From the introduction: "The Briefing Paper was developed by the Institute of Public Care (IPC) at Oxford Brookes University together with the North West Joint Improvement Partnership. It is based on original research at eight localities across England." From IDeA website: "This paper explores the extent to which JSNAs have fulfilled their role of producing a statement of need which could drive commissioning across local government, the NHS and other local partners. It highlights good practice, and lessons on how to ensure that JSNAs guide commissioning decisions."

<http://www.northwestjip.co.uk/resources/downloads/category/14>

<http://www.idea.gov.uk/idk/aio/23731533>

Strategic needs assessments: health, housing, care and support. A research paper making the case for housing-related support in JSNAs and SHMAs in the East of England

Heaps, Helen et al. East of England Local Government Association. 2010 May. 60 pages.

<http://www.eelga.gov.uk/documents/Policy%20and%20Priorities/Housing/lauras%20document.pdf>

What next for joint strategic needs assessment? NAVCA briefing for the Department of Health

National Association for Voluntary and Community Action. 2010 July. 9 pages.

Sets out what NAVCA believes a good JSNA which has effectively involved the local voluntary and community sector should look like. The key principles and messages are arranged under the following headings: co-production; co-ordination and engagement; reach and inclusivity; continuous process; clarity of purpose; accessibility; content; a driver for better strategic commissioning; champions; re-brand.

<http://www.vodg.org.uk/JSNA-Resources/tools-and-good-practice/JSNA-briefing-sheets.html>

<http://www.vodg.org.uk/uploads/jsna/JSNA-NAVCA.pdf>

5. JSNA - Data

Web site. Health Profiles

The Network of Public Health Observatories.

From website: "Health Profiles is the Department of Health's programme to improve availability and accessibility to health and health-related information in England. They give a snapshot overview of health for each local authority in England. Health Profiles are produced annually by the Public Health Observatories in England working in partnership and are commissioned by the Department of Health."

<http://www.apho.org.uk/default.aspx?RID=49802%20>

Adult social care outcomes framework 2012/13 [Mindmap]

NHS Confederation. 2011 December. 1 pages.

One page diagram showing the breakdown of the key indicators

<http://www.nhsconfed.org/Publications/briefings/Pages/Operating-Framework-2012-13.aspx>

http://www.nhsconfed.org/Publications/Documents/social_care_mindmap_100212.pdf

Adult Social Care Outcomes Framework: Handbook of definitions. (Version 2)

Department of Health. 2011 November. 57 pages.

Provides the technical detail of each measure in the Adult Social Care Outcomes Framework (ASCOF), with worked examples.

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_131059

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_131732.pdf

NHS Outcomes Framework 2012-13

Department of Health. 2011 December. 18 pages.

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_131700

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_131723.pdf

Public health outcomes framework 2012/13 [Mindmap]

NHS Confederation. 2012. 1 pages.

One page diagram showing the breakdown of the key indicators

<http://www.nhsconfed.org/Publications/briefings/Pages/Operating-Framework-2012-13.aspx>

http://www.nhsconfed.org/Publications/Documents/Public_health_mindmap_100212.pdf

The Joint Strategic Needs Assessment (JSNA) core dataset

Association of Public Health Observatories. Department of Health. 2008 July. 49 pages.

A list of indicators, with detailed information on each, that can help partners in preparing their JSNA. This is an early draft. Indicators available have subsequently changed, so it is worth looking at other sources.

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_086676

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_099262.pdf

The NHS outcomes framework 2012/13 [Mindmap]

NHS Confederation. 2011 December. 1 pages.

One page diagram showing the breakdown of the key indicators

<http://www.nhsconfed.org/Publications/briefings/Pages/Operating-Framework-2012-13.aspx>

http://www.nhsconfed.org/Publications/Documents/outcomes_framework2012-13_mindmap.pdf

DWP Guide: data sharing to tackle worklessness

Department for Work and Pensions. 2010 February. 16 pages.

<http://www.dwp.gov.uk/local-authority-staff/housing-benefit/performance-and-good-practice/data-sharing-guidance-for-local/>

Effective Partnership Data Management (EPDM). Summary report

DCLG. Department for Communities and Local Government. 2009 July. 28 pages.

<http://www.communities.gov.uk/publications/localgovernment/epdmsummaryreport>

Single list of central government data requirements from local government - 2011/12 (v2) (The Single Data List)

Department for Communities and Local Government. 2011 July. 7 pages.

This is a catalogue of all the datasets that local government must submit to central government in a given year. The source website also provides a link to a spreadsheet with the details of all the data items within each dataset

<http://www.communities.gov.uk/localgovernment/decentralisation/tacklingburdens/singledatalist/>

<http://www.communities.gov.uk/documents/localgovernment/pdf/1886052.pdf>

Web pages. Health inequality indicators for local authorities and primary care organisations

The Network of Public Health Observatories.

<http://www.apho.org.uk/default.aspx?RID=110504>

Web site. Health Needs Audit Toolkit for people who are homeless

Homeless Link.

From website: "The Health Needs Audit is a way to gather information about the health of people who are homeless in your local area. It can be used by local authorities, voluntary sector agencies and health services in partnership."

<http://homeless.org.uk/toolkits-and-handbooks/health-needs-audit>

Web site. Shape - Strategic Health Asset Planning and Evaluation

NHS.

From the website: "SHAPE is a web enabled, evidence based application which informs and supports the strategic planning of services and physical assets across a whole health economy. ... SHAPE is free to NHS professionals and Local Authority professionals with a role in Public Health or Social Care. Access to the application is by formal registration and licence agreement."

<http://shape.dh.gov.uk/>

6. JSNA - Asset Based Approach

A glass half-full: how an asset approach can improve community health and well-being

Foot, Jane; and Hopkins, Trevor. IDeA. 2010 March. 32 pages.

This publication provides an introduction to the asset model approach and principles and gives examples of how it is being used in England. It also outlines a set of coherent and structured tools that put asset model principles into practice.

It suggests that evidence shows that when practitioners begin with what communities have – their assets – as opposed to what they don't have – their needs – a community's ability to address those needs increases. So too does its capacity to lever in external assistance.

The first half of the publication explains the asset based approach, while the second half describes relevant techniques such as asset mapping, appreciative enquiry, participative appraisal and open space.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=18364393>

Developing a rich and vibrant JSNA. Capturing community asset growth within the JSNA – key learning from a trial project

LGA, NHS Wakefield District, Wakefield Council. 2011. 16 pages.

From the introduction: "This document gives an overview of the work that took place as part of the Asset Based Pilot Process within the Wakefield District. ... The document is arranged in four parts:

Section 1 highlights the national and local policy context that supports the work around embedding assets and co-production into the JSNA process.

Section 2 outlines the outcomes that Wakefield aimed to achieve and the activities took place as part of the Asset Based Pilot process.*

Section 3 summarises the lessons that were learnt from the pilot in relation to the asset based approach itself, the need for culture change and around the smarter use of existing and new 'rich picture' data.

Section 4 demonstrates the key ways forward from the pilot that are required to sustain and develop the progress made during the pilot, and embed assets and co-production into the JSNA process. " A fuller description of the process is available in 'Growing Communities from the Inside Out.'

<http://www.idea.gov.uk/idk/aio/32356364>

Wellness Services - Evidence based review and examples of good practice.

Final Report

Winters, Lyn; Armitage, Marie; Stansfield, Jude; Scott-Samuel, Alex; Farrar, Alison. Liverpool Public Health Observatory. 2010 November. 86 pages.

From website: "This report reviews the regional and National evidence base regarding any programmes that commission on a "whole person" centred approach and potential benefits that might be achieved in terms of the economics and overall patient/ public experience and quality issues.

Examples of good practice have been included along with guidance for wellbeing and lifestyle services and suggested standards for wellness services."

http://www.liv.ac.uk/PublicHealth/obs/publications/report/obs_report.htm

http://www.liv.ac.uk/PublicHealth/obs/publications/report/Wellness_Services_cost-effectiveness_review_Final_Report.pdf

Growing Communities from the Inside Out. Piloting an asset based approach to JSNAs within the Wakefield District : Methods and Findings

Greetham, Jane and others. LGA, NHS Wakefield District, Wakefield Council. 2011. 104 pages.

From the IDeA website: 'This document provides full details of:

The two asset based methodologies that were trialed

The process involved in analysing and collating the asset information

Key findings and links between asset based information/co-production and the needs information

Key learning from the process to ensure that asset based methodologies, analysis and information can be balanced with needs information."

A summary is available in 'Developing a rich and vibrant JSNA'

<http://www.idea.gov.uk/idk/core/page.do?pagelId=32356192>

<http://www.idea.gov.uk/idk/aio/32356470>

Appreciating Assets

O'Leary, Tara; Burkett, Ingrid; Braithwaite, Kate. IACD and Carnegie UK Trust. 2011 February. 64 pages.

<http://www.carnegieuktrust.org.uk/publications/2011/appreciating-assets>

<http://www.carnegieuktrust.org.uk/getattachment/aedb15fb-a64a-4d71-a2d6-e8e6e865319b/Appreciating-Assets.aspx>

7. Evaluation and the Business Case

A Generic Diagnostic Framework for Addressing Inequalities in Outcome at Population Level from Evidence-based Interventions

Bentley, Chris. Department of Health. 2011 March. 33 pages.

From the website: "This Generic workbook was developed by the Health Inequalities National Support Teams (HINST) with 70 local authorities covering populations in England. Local areas could use this approach when analysing whether a population level improvements could be achieved from a set of best-practice and established interventions. This is offered as useful resource for commissioners."

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_126330

Measuring impact in health improvement. An accessible guide for health practitioners

Garrow, Valerie. Local Government Improvement and Development. 2011 January. 36 pages.

The document says that this guide "has been developed for practitioners working for councils and public health organisations who have been given the task of evaluating the impact of a project or initiative. It will take you through the process of designing, implementing and disseminating an impact assessment and will also provide information on the range of tools and help that is available. It aims to be a practical guide, helping you to design and conduct effective and appropriate impact assessment." There are sections on: understanding your project; planning your impact assessment; analysing your data; writing your report and sharing your findings.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=25505684>

<http://www.idea.gov.uk/idk/aio/25631442>

A Guide to Social Return on Investment

Nichols, Jeremy; Lawlor, Eilis; Neitzert, Eva; Goodspeed, Tim and others; Supitt, Sally (ed). Cabinet Office, Office of the Third Sector. 2009 April. 55 pages.

A detailed, very practical guide to the process and methodology of measuring the impact of programmes.

<http://www.neweconomics.org/publications/guide-social-return-investment>
http://www.neweconomics.org/sites/neweconomics.org/files/A_guide_to_Social_Return_on_Investment_1.pdf

Business Case for Health and Wellbeing Pilot Programme. Final Report

Matrix Insight. Local Government Association. 2011 December. 28 pages.

Final report of a pilot programme based on the experience of five areas trying to develop a business case (Coventry, Leicestershire, Bristol, Lincolnshire and Hackney). This report does not describe particular methods but discusses the problems and issues faced, with ten 'top tips'. It concludes that there is no 'magic bullet' in preparing a business case, that a range of approaches and techniques is needed. It suggests that it is as important to focus on creating the environment for decision making as on the content of the business case. Four common success factors were: willingness amongst senior leaders; enough time to engage with others; securing partner buy-in; and adopting a pragmatic attitude to evidence and information.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=32948127>
<http://www.idea.gov.uk/idk/aio/32948244>

Health Impact Assessment of Government Policy. A guide to carrying out a Health Impact Assessment of new policy as part of the Impact Assessment process

Herriott, Nannerl; Williams, Colleen. Department of Health. 2010 July. 17 pages.

A practical guide, describing each stage of the process, with templates.

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_120110.pdf

Health Impact Assessment: evidence on health. A guide to sources of evidence for policymakers carrying out Health Impact Assessment as part of Impact Assessment of government policy

Herriott, Nannerl; Williams, Colleen; Ison, Erica. Department of Health. 2010 July. 22 pages.

A list of sources for statistical information, published reports, research studies, grey literature and qualitative information.

http://www.dh.gov.uk/en/Publicationsandstatistics/Legislation/Healthassessment/DH_120112
http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_120109.pdf

Quantifying health impacts of government policies. A how-to guide to quantifying the health impacts of government policies

Glover, David; Henderson, John. Department of Health. 2010 July. 46 pages.

A practical guide, with sections including: quantifying health effects; distribution of effects and equity; valuing health effects, resource costs and the value of a life; quantifying uncertainty and risk; third sector issues; and reporting the results.

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_120108.pdf

Website. Making an Economic case

Think Local Act Personal. 2011 June.

Provides a list of studies that have shown financial benefits and/or cost savings from community capacity building initiatives.

<http://www.thinklocalactpersonal.org.uk/BCC/EvidenceAndEvaluation/whatworks/EconomicCase/>

A review of the cost-effectiveness of individual level behaviour change interventions

Harris, Jane et al. North West Public Health Observatory. 2011 February. 36 pages.

<http://www.nwph.net/nwpho/Publications/HEALTH%20CHOICES%20.pdf>

Valuing Health: developing a business case for health improvement

Matrix. IDeA. 2009 November. 112 pages.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=15246382>

Economic Appraisal of Public Health Interventions

Kelly, Michael P.; McDaid, David; Ludbrook, Anne; Powell, Jane. Health Development Agency. 2005. 8 pages.

http://www.nice.org.uk/nicemedia/documents/Economic_appraisal_of_public_health_interventions.pdf

Measuring impact. Improving the health and wellbeing of people in mid-life and beyond

National Institute for Health and Clinical Excellence. 2004 March. 26 pages.

http://www.nice.org.uk/aboutnice/whoweare/aboutthehda/hdapublications/measuring_impact_improving_the_health_and_wellbeing_of_people_in_midlife_and_beyond.jsp

Web page. Evaluation of health promotion, public health or public policy interventions

(Effectively a publication in web format)

<http://www.healthknowledge.org.uk/public-health-textbook/disease-causation-diagnostic/2h-principles-health-promotion/health-promotion-evaluation>

Website. Health Impact Assessment Gateway

West Midlands Public Health Observatory.

From website: "The HIA Gateway (funded by the Department of Health, England) provides access to resources and information on Health Impact Assessment (HIA) for those new to HIA, practitioners of HIA and those wishing to commission HIAs or some other Impact Assessment process (i.e. Integrated Impact Assessment, Mental Well-being Impact Assessment and health-related Strategic Environmental Assessment). It is both a National and International site."

http://www.apho.org.uk/default.aspx?QN=P_HIA

Website. Health Impact Assessment in Practice. Virtual Learning Environment.

NHS Health Scotland.

<http://elearning.healthscotland.com/course/view.php?id=5>

8. Health Inequalities and Strategies for Reducing them

Equally Well Test Sites: Evaluation

Fyfe, Andrew; MacMillan, Katy; McGregor, Tara; Hewitt, Emma; Callaghan, Margaret. NHS Health Scotland. 2011 May. 170 pages.

This is an evaluation of the first 30 months of eight 'Equally Well' test sites, established in Scotland in October 2008. They were set up to try out new ideas in redesigning and refocussing public services to tackle health inequalities. The aim was to support a mainstream and sustainable change process from existing budgets. The evaluation considered "what was different about this approach? How has partnership work developed? How has learning taken place? What steps are being taken to sustain integrated service redesign? What are the most significant things that have been achieved? What national level actions are needed?" The report is structured around: Equally Well and the test sites; the drivers for change; service redesign; and learning and sustainability. Each of the test sites are described in appendices.

<http://www.healthscotland.com/documents/5342.aspx>

<http://www.healthscotland.com/uploads/documents/16607-equallyWellEvaluationResearchReport.pdf>

Does income inequality cause health and social problems?

Rowlingson, Karen. Joseph Rowntree Foundation. 2011 September. 51 pages.

<http://www.jrf.org.uk/sites/files/jrf/inequality-income-social-problems-full.pdf>

<http://www.jrf.org.uk/sites/files/jrf/inequality-income-social-problems-full.pdf>

Health Inequalities. Third Report of Session 2008-09. Volume 1

House of Commons Health Committee. The Stationery Office Limited. 2009 February. 143 pages.

<http://www.publications.parliament.uk/pa/cm200809/cmselect/cmhealth/286/28602.htm>

<http://www.publications.parliament.uk/pa/cm200809/cmselect/cmhealth/286/286.pdf>

The Spirit Level. Why Equality is Better for Everyone

Wilkinson, Richard; Pickett, Kate. Penguin Books. 2010. 347 pages.

Tackling inequalities in life expectancy in areas with the worst health and deprivation: third report of session 2010-11 (HC 470)

House of Commons, Committee of Public Accounts. The Stationery Office Limited. 2010 October. 36 pages.

<http://www.publications.parliament.uk/pa/cm201011/cmselect/cmpubacc/470/470.pdf>

Focus on inequalities: a framework for action (Briefing paper no 30)

Craig, Pauline M. Glasgow Centre for Population Health (GCPH),. 2011 October. 20 pages.

http://www.gcph.co.uk/assets/0000/2626/GCPH_Briefing_Paper_30web.pdf

In sickness and in Health: How the NHS can help tackle health inequalities

NHS Confederation. 2007 September. 32 pages.

This report looks at the challenges and some possible solutions to tackling health inequalities and reaching those who do not currently access services. It suggests three steps towards a solution: 1. Find the missing people; 2. Improve access to health services; 3. use the NHS as a corporate citizen.

<http://www.nhsconfed.org/Publications/mythbusters/Pages/InsicknessandinHealth.aspx>

<http://www.nhsconfed.org/Publications/Documents/In%20sickness%20and%20in%20health.pdf>

9. Social Determinants of Health

Fair Society, Healthy Lives

Marmot, Michael. The Marmot Review. 2010 February. 242 pages.

A seminal report on the social determinants of health and health inequalities. Commissioned by the Labour Government in 2008 it was published in February 2010.

It sets out the evidence and case for addressing health inequalities and its social causes. It provides evidence on the social determinants of health. It estimates the costs of health inequalities. It considers the (then) strategic approach to health inequalities, including the use of targets.

It then sets out 6 policy objectives:

- A. Give every child the best start in life*
- B. Enable all children, young people and adults to maximise their capabilities and have control over their lives*
- C. Create fair employment and good work for all*
- D. Ensure healthy standard of living for all*
- E. Create and develop healthy and sustainable places and communities*
- F. Strengthen the role and impact of ill health prevention*

It then proposes a framework for implementing the recommendations.

<http://www.marmotreview.org/>

Applying Behavioural Insight to Health

Cabinet Office Behavioural Insights Team. Cabinet Office. 2010 December. 31 pages.

<http://www.cabinetoffice.gov.uk/resource-library/applying-behavioural-insight-health>

From illness to wellness: achieving efficiencies and improving outcomes.

NHS Confederation. NHS Confederation. 2011 October. 8 pages.

From NHS Confederation website: "This briefing is intended to share learning with commissioners and providers in the NHS, local government and health and wellbeing boards, to support integration of wellness approaches within existing programmes and services and scale-up system-wide change."

<http://www.nhsconfed.org/Publications/briefings/Pages/illness-to-wellness.aspx>

Social determinants approaches to public health: from concept to practice

Blas, Erik et al (eds). World Health Organisation. 2011. 224 pages.

http://whqlibdoc.who.int/publications/2011/9789241564137_eng.pdf

The social determinants of health and the role of local government

Campbell, Fiona (ed). Improvement and Development Agency. 2010 March. 76 pages.

From website: "This collection of articles assesses what local government can do to tackle the social conditions that lead to health inequalities. Written by distinguished practitioners and academics, the publication builds on the recent Marmot Review report, 'Fair society, healthy lives'.

Some of the articles are deliberately challenging and provocative. Some of them present a picture of what is already happening in local government. Some look to what more local authorities could do, either with additional powers or by using their existing powers and remit."

<http://www.idea.gov.uk/idk/core/page.do?pagelId=17415112>

<http://www.idea.gov.uk/idk/aio/17778155>

Spatial Planning for Health: a guide to embedding the Joint Strategic Needs Assessment in spatial Planning

Ellis, Hugh; Chang, Michael; Mannion, Fiona. The Hyde Group and the Town and Country Planning Association. 2010. 44 pages.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=23732584>

A clean bill of health: how councils' environmental protection work improves health and wellbeing

Local Government Regulation. Local Government Regulation. 2011 February. 16 pages.

This document looks particularly at the health effects of pollution and how it contributes to health inequalities. It describes the statutory and strategic roles of councils' environmental protection teams in improving air quality, reducing industrial pollution and decontaminating land. It suggests that councillors and officers need to be aware of the issues and how environmental protection services can help. It suggests action is taken through community leadership, through own practice, protecting the workforce and scrutiny.

<http://www.lacors.gov.uk/lacors/ContentDetails.aspx?id=23824>

<http://www.lacors.gov.uk/lacors/upload/26122.pdf>

Changing behaviour, improving outcomes: a new social marketing strategy for public health

Department of Health. Department of Health. 2011 April. 74 pages.

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_126449.pdf

Equally Well test sites: evaluation

Fyfe, Andrew; MacMillan, Katy; McGregor, Tara; Hewitt, Emma; Callaghan, Margaret. NHS Health Scotland. 2011 May. 170 pages.

<http://www.healthscotland.com/uploads/documents/16195-equallyWellTestSitesEvaluation.pdf>

Individual Behaviour Change: Evidence in transport and public health

Avineri, Erel; Goodwin, Phil et al. Department for Transport. 2009 November. 30 pages.

<http://www.dft.gov.uk/pgr/scienceresearch/social/behaviour-changes/>

Making the case for investment in the walking environment: a review of the evidence

Sinnott, Danielle; Williams, Katie; Chatterjee, Kiron; Cavill, Nick. Living Streets. 2011 June. 77 pages.

<http://www.livingstreets.org.uk/index.php/tools/required/files/download?fID=1668>

Plugging health into planning: evidence and practice. A guide to help practitioners integrate health and spatial planning

Ross, Andrew. Local Government Group. 2011 June. 68 pages.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=28367945>

<http://www.idea.gov.uk/idk/aio/28692849>

Promoting and creating built or natural environments that encourage and support physical activity

NICE. National Institute for Health and Clinical Excellence. 2008 January. 55 pages.

*From the website: "Public health guidance, PH8 - Issued: January 2008
This guidance offers the first evidence-based recommendations on how to improve the physical environment to encourage physical activity.*

It is for NHS and other professionals who have responsibility for the built or natural environment. This includes local transport authorities, transport planners, those working in local authorities and the education, community, voluntary and private sectors. It may also be of interest to members of the public.

The seven recommendations cover strategy, policy and plans, transport, public open spaces, buildings and schools. They include:

Ensure planning applications for new developments always prioritise the need for people (including those whose mobility is impaired) to be physically active as a routine part of their daily life.

Ensure pedestrians, cyclists and users of other modes of transport that involve physical activity are given the highest priority when developing or maintaining streets and roads.

Plan and provide a comprehensive network of routes for walking, cycling and using other modes of transport involving physical activity.

Ensure public open spaces and public paths can be reached on foot, by bicycle and using other modes of transport involving physical activity."

<http://guidance.nice.org.uk/PH8>

<http://www.nice.org.uk/nicemedia/live/11917/38983/38983.pdf>

Social determinants of health: what doctors can do

British Medical Association. BMA. 2011 October. 28 pages.

http://www.bma.org.uk/images/socialdeterminantshealth_tcm41-209805.pdf

Social Relationships and Mortality Risk: A Meta-analytic Review

Holt-Lunstad, Julianne; Smith, Timothy B; Layton, J. Bradley. 2010 July. 20 pages.

<http://www.plosmedicine.org/article/info:doi/10.1371/journal.pmed.1000316>

Sustainable development: the key to tackling health inequalities

Sustainable Development Commission. SDC. 2010 February. 74 pages.

This report is the Sustainable Development Commission's contribution to the Marmot review, focussing on food, transport, green space and the built environment. Key findings (from the website):

"Climate change resulting from carbon and greenhouse gas emissions poses potentially catastrophic risks to human health and threatens to widen health inequalities between rich and poor populations in the UK

- *Despite contributing the least to greenhouse gas emissions, low-income groups will suffer greater exposure to extreme weather risks, flooding and homelessness, whilst lacking insurance and other material resources to cope with the effects of climate change*

- *Promoting measures such as active travel, green spaces and healthy eating will yield co-benefits for both health and carbon emissions*

- *Opportunities for healthy, low-carbon living should be distributed in ways that favour people with low incomes and so help to reduce their vulnerability to ill-health."*

<http://www.sd-commission.org.uk/publications.php?id=1053>

http://www.sd-commission.org.uk/data/files/publications/health_inequalities.pdf

The Causal Effect of Education on Health: What is the Role of Health Behaviors? (Discussion paper no 5944)

Brunello, Giorgio et al. Institute for the Study of Labor (IZA). 2011 August. 39 pages.

<http://ftp.iza.org/dp5944.pdf>

The importance of addressing the social determinants of health at the local level: the case for social capital

Hunter, Bradley D; Neiger, Brad; West, Joshua. Health and Social Care in the Community. Vol 19 No 5, September, pp 522-530. 2011. 9 pages.

The abstract says, "...Many proposed solutions for tackling social determinants are outside the scope of local public health professionals. This article reviews the literature to find possible moderating variables which may buffer the effects of the social determinants of health at the local level, and allow social determinants to be addressed with the purview of local health departments. ..."

'Social determinants' include income, education, unemployment, poor housing etc. 'Social capital' includes access to resources, social participation and community cohesion. Health outcomes include mortality, morbidity, self-rated health and quality of life.

Also quotes Ziersh (2005) saying variables of measurement should be separated into 2 categories: social capital sources and social capital outcomes. The sources include trust, reciprocity and social networks. The outcomes include social support, social cohesion and civic activities.

Transport and Health Resource. Delivering Healthy Local Transport Plans

DH and DfT. Department of Health. 2011 January. 135 pages.

From the document: "The resource provides transport and health evidence and tools to support the development of Local Transport Plans round 3 and their assessment through the Strategic Environmental Assessment process."

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_123628

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_123629.pdf

Avoiding hospital admissions. What does the research evidence say?

Purdy, Sarah. King's Fund. 2010 December. 28 pages.

http://www.kingsfund.org.uk/publications/avoiding_hospital.html

Effect of exposure to natural environment on health inequalities: an observational population study

Mitchell, Richard; Popham, Frank. The Lancet. Vol. 372, November 8, pp.1655-1660. 2008. 6 pages.

(Free but requires registration). Statistical study to investigate whether income-related inequality in health would be less pronounced in populations with greater exposure to green space. Their interpretation of the findings is that: "Populations that are exposed to the greenest environments also have lowest levels of health inequality related to income deprivation. Physical environments that promote good health might be important to reduce socioeconomic health inequalities."

[http://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(08\)61689-X/abstract?_eventId=login](http://www.thelancet.com/journals/lancet/article/PIIS0140-6736(08)61689-X/abstract?_eventId=login)

<http://download.thelancet.com/pdfs/journals/lancet/PIIS014067360861689X.pdf?id=5bbe37e152166496:-353f1b53:1359a7e7741:63a41329741350213>

Greenspace and quality of life: a critical literature review

Bell, Simon; Hamilton, Val; Montarzino, Alicia; Rothnie, Helen; Travlou, Penny; Alves, Susana. Greenspace Scotland. 2008 August. 75 pages.

A review of research on the links between greenspace and a range of quality of life issues: health and wellbeing; social and community value of greenspaces; economic value/impacts of greenspaces; environmental value of greenspaces; planning and design.

<http://www.greenspacescotland.org.uk/greenspace-and-quality-of-life.aspx>

<http://www.greenspacescotland.org.uk/SharedFiles/Download.aspx?pageid=133&mid=129&fileid=95>

Health Effects of Climate Change in the UK 2008. An update of the Department of Health report 2001/2002

Kovats, Sari (ed). Department of Health. 2008 February. 124 pages.

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_080702

Land Use Planning and Health and Wellbeing

Barton, Hugh. Land Use Policy. 26S (2009) S115–S123. 2009. 9 pages.

From the abstract: "This paper is concerned with the relationship between the planning of settlements and health. It gives a brief introduction to the issues before summarising the evidence in relation to a range of topics, concluding with some more speculative thoughts on likely future findings."

http://www.bis.gov.uk/assets/bispartners/foresight/docs/land-use/jlup/14_land_use_planning_and_health_and_well-being.pdf

Some Are More Equal Than Others ... Public attitudes to health inequalities and social determinants of health

Christopoulos, Alex ; Adam Crosier, Dominic McVey, Ruth Bell, Felicity Porritt.

National Social Marketing Centre. 2008 November. 8 pages.

<http://www.nsms.org.uk/public/default.aspx?pageID=5equal>

10. Particular Health Issues

A comprehensive guide to achieving effective local tobacco control: evidence, support and publications

Graham, Andy; Burton, Chris. Department of Health. 2011 April. 82 pages.

From website: "A workbook to facilitate local partners' investigation and development of a strategic approach to tobacco control, which reduces inequalities in mortality."

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_125786

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_125787.pdf

Web pages. Thematic tools and good practice

LGA (Healthy Communities Programme).

Provides improvement tools, examples of good practice and case studies on a variety of health issues from smoking and teenage pregnancy to sexual health and the built environment.

<http://www.idea.gov.uk/idk/core/page.do?pageId=5889786>

Web pages. The National Obesity Observatory

NHS.

From the website: "The National Obesity Observatory provides a single point of contact for wide-ranging authoritative information on data, evaluation and evidence related to weight status and its determinants.

NOO works closely with a wide range of organisations and provides support to policy makers and practitioners involved in obesity and related issues."

<http://www.noo.org.uk/>

11. Workforce Health

Employment arrangements, work conditions and health inequalities

Siegrist, Johannes; Benach, Joan; McKnight, Abigail; Goldblatt, Peter et al. Marmot Review. 2010 February. 86 pages.

<http://www.instituteofhealthequity.org/projects/employment-and-work-task-group-report>

Web pages. Health Work and Wellbeing

Department for Work and Pensions.

From website: "Health, Work and Wellbeing is a cross-government initiative that promotes the positive links between health and work."

<http://www.dwp.gov.uk/health-work-and-well-being/>

Working for a Healthier Tomorrow. Dame Carol Black's Review of the health of Britain's working age population

Black, Carol. TSO (The Stationery Office). 2008 March. 115 pages.

<http://www.dwp.gov.uk/docs/hwwb-working-for-a-healthier-tomorrow.pdf>

Health, Work and Well-being: Attitudes of GPs, line managers and the general public

Sparham, Ian; Spicer, Nicky; Chang, Dorothy. Department for Work and Pensions. 2011.

<http://www.dwp.gov.uk/docs/comms-res-hwwb-attitudes0611.pdf>

Employment arrangements, work conditions and health inequalities. Report on new evidence on health inequality reduction, produced by Task group 2 for the Strategic review of health inequalities post 2010

Siegrist, Johannes; Benach, Joan; McKnight, Abigail; Goldblatt, Peter. UCL Institute of Health Equity. 2010 February. 86 pages.

The report of one of a number of task groups feeding into the Marmot Review ('Healthy Futures, Healthy Lives'). From the website:

" They proposed 5 main policy recommendations:

- 1. Increased job security*
- 2. Enhanced participation at work*
- 3. Promotion of control and reward at work*
- 4. Reintegration of sick, disabled and unemployed people*
- 5. Strengthened work-life balance."*

<http://www.instituteofhealthequity.org/projects/employment-and-work-task-group-report>

<http://www.instituteofhealthequity.org/projects/employment-and-work-task-group-report/employment-and-work-task-group-full-report.pdf>

Health, Work and Well-being in Local Authorities

Local Government Group. 2010 September. 50 pages.

The bulk of this publication is the report on seven case study areas. The first half dozen or so pages draw out the lessons from the case studies.

<http://www.lge.gov.uk/lge/core/page.do?pageId=8209418>

<http://www.lge.gov.uk/lge/dio/8209418>

Website. The Workplace Wellbeing Charter.

Liverpool NHS.

Resources on the Charter which is an opportunity for employers to demonstrate their commitment to the health and wellbeing of their workforce.

<http://wellbeingcharter.org.uk/>

12. Wellbeing

Five Ways to Wellbeing

Aked, Jody; Nic Marks, Corrina Cordon, Sam Thompson. New Economics Foundation. 2008. 27 pages.

This publication is the result of a commission from the UK Government's Foresight Project on Mental Capital and Wellbeing, to review a wide range of inter-disciplinary evidence, with the aim of identifying a set of evidence based actions to improve wellbeing, which individuals would be encouraged to build into their daily lives (aiming, therefore, to be simple and concise). The five ways identified are: connect; be active; take notice; keep learning; give.

<http://www.neweconomics.org/gen/neffiveadaytowellbeing221008.aspx>

http://www.neweconomics.org/sites/neweconomics.org/files/Five_Ways_to_Wellbeing.pdf

Making it Happen - wellbeing and the role of local government

Michaelson, Juliet. Local Government Association. 2011 November. 32 pages.

This report presents the findings of a project exploring the views of senior local government and health figures about the wellbeing agenda through guided conversation workshops and one-to-one conversations. It looks at how wellbeing is understood, considers action needed in five areas identified in a previous report (strategic leadership, services and commissioning, strengthening communities, using organisational levers and measuring outcomes), examines how the changing policy affects wellbeing and looks at the support that councils need to take the agenda forward.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=31932189>

<http://www.idea.gov.uk/idk/aio/31932813>

The role of local government in promoting wellbeing

Aked, Jody; Michaelson, Juliet; Steuer, Nicola. Local Government Improvement and Development. 2010 November. 70 pages.

<http://www.idea.gov.uk/idk/aio/23693073>

<http://www.idea.gov.uk/idk/aio/23693073>

Web page. Mental Capital and Wellbeing Project Outputs.

Department for Business Innovation and Skills - Foresight.

Contains a large number of documents from this major research project.

<http://www.bis.gov.uk/foresight/our-work/projects/published-projects/mental-capital-and-wellbeing/reports-and-publications>

Web pages. Promoting mental wellbeing

LGA (Healthy Communities Programme).

A series of web pages covering: how to promote wellbeing; what it means; why bother, what influences it; what works; measuring success; and policy.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=30058907>

Five Ways to Wellbeing. A report presented to the Foresight Project on communicating the evidence base for improving people's well-being

Aked, Jody; Marks, Nic; Cordon, Corrina; Thompson, Sam. New Economics Foundation. 2008 October. 27 pages.

<http://www.neweconomics.org/publications/five-ways-well-being-evidence>

Financial capability and wellbeing: Evidence from the BHPS. (Occasional Paper 34)

Taylor, Mark; Jenkins, Stephen; Sacker, Amanda. Financial Services Authority. 2009 May. 100 pages.

www.fsa.gov.uk/pubs/occpapers/op34.pdf<http://www.fsa.gov.uk/pubs/occpapers/op34.pdf>

Investing in Wellbeing

ChaMPsl. 2 pages.

From the website: "aims to provide a quick reference guide to support investing in population wellbeing."

<http://www.champspublichealth.com/page.aspx?pageid=427&ParentID=0>
<http://www.champspublichealth.com/writedir/e0deInvesting%20in%20Wellbeing%20-%20Briefing.pdf>

The State of Happiness. Can public policy shape people's wellbeing and resilience?

Bacon, Nicola; Brophy, Marcia; Mguni, Nina; Mulgan, Geoff; and Shandro, Anna. The Young Foundation. 2010 January. 56 pages.

<http://www.youngfoundation.org/publications/books/the-state-happiness-january-2010>
http://www.youngfoundation.org/files/images/wellbeing_happiness_Final_2_.pdf

Web pages. Measuring National Well-being

Office for National Statistics.

Information and resources on ONS's development of new measures of national well-being.

<http://www.ons.gov.uk/ons/guide-method/user-guidance/well-being/index.html>

No health without mental health. A cross-government mental health outcomes strategy for people of all ages

Department of Health. The Stationery Office Limited. 2011 February. 103 pages.

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_123766
http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_124058.pdf

Commissioning Mental Wellbeing for All. A toolkit for commissioners

Newbigging, Karen; Heginbotham, Chris. University of Central Lancashire. 2010 November. 57 pages.

From HCP website: "This toolkit is aimed at councils and health service who commission services to promote mental health and wellbeing of local communities. The report sets out ten steps for commissioning for mental health and wellbeing and identifies resources to support commissioners. The report also asserts a need for evaluation to strengthen the evidence base and identify good practice."

<http://www.nmhdu.org.uk/news/commissioning-wellbeing-for-all-a-toolkit-for-commissioners>
<http://www.nmhdu.org.uk/silo/files/commissioning-wellbeing-for-all.pdf>

Health, Wealth and Wellbeing

Whiteman, Rob (ed). Solace Foundation Imprint. 2010 June. 60 pages.

Initial Investigation into Subjective Wellbeing from the Opinions Survey

Office for National Statistics. ONS. 2011 December. 62 pages.

<http://www.ons.gov.uk/ons/rel/wellbeing/measuring-subjective-wellbeing-in-the-uk/investigation-of-subjective-well-being-data-from-the-ons-opinions-survey/initial-investigation-into-subjective-well-being-from-the-opinions-survey.html>

Measuring national well-being: measuring what matters - national statistician's reflections on the national debate on measuring national well-being

Office for National Statistics. ONS. 2011 July. 27 pages.

From web site: "This article summarises the key findings from the national well-being debate and outlines the next steps in measuring national well-being."

<http://www.ons.gov.uk/ons/guide-method/user-guidance/well-being/wellbeing-knowledge-bank/understanding-wellbeing/well-being-reports-and-articles.html>
<http://www.ons.gov.uk/ons/guide-method/user-guidance/well-being/wellbeing-knowledge-bank/reports-and-articles/measuring-what-matters--national-statistician-s-reflections-on-the-national-debate-on-measuring-national-well-being.pdf>

Mental Capital and Wellbeing: making the most of ourselves in the 21st Century. Executive Summary

Foresight. The Government Office for Science. 2008. 52 pages.

Part of a major series of research and papers on all aspects of mental health and wellbeing.

<http://www.bis.gov.uk/foresight/our-work/projects/published-projects/mental-capital-and-wellbeing/reports-and-publications>
http://www.bis.gov.uk/assets/biscore/corporate/migratedD/ec_group/116-08-FO_b

Mental Health Improvement: Evidence and Practice

Health Scotland. 2008. 76 pages.

<http://www.healthscotland.com/documents/2403.aspx>
http://www.healthscotland.com/uploads/documents/5950-MentalHealth_%20Imp_%205_2676_12008.pdf

Mental Health, Resilience and inequalities

Friedli, Lynne. World Health Organisation. 2009. 63 pages.

<http://www.mentalhealth.org.uk/publications/mental-health-resilience-and-inequalities-report/>

Mental Wellbeing Impact Assessment (MWIA) Programme 2011

Local Government Association. 2012 January. 27 pages.

This publications reports on a programme commissioned by the LGA (LGG at the time) working with and training five areas to undertake a Mental Wellbeing Impact Assessment. The report describes how the programme was delivered and presents case studies, outcomes and lessons learned, offering lessons for health and wellbeing boards.

<http://www.idea.gov.uk/idk/core/page.do?pageId=23704943>
<http://www.idea.gov.uk/idk/aio/32995424>

Mental Well-being Impact Assessment. A toolkit for well-being, 2011

Cooke, Anthea; Friedli, Lynne; Coggins, Tony; Edmonds, Nery; Michaelson, Juliet; O'Hara, Kate; Snowden, Lynn; Stansfield, Jude; Steuer, Nicola; Scott-Samuel, Alex. National MWIA Collaborative (England). 2011 May. 141 pages.

From the website: "Improving population mental health and well-being is a key theme in the Government's Mental Health Strategy and the Public Health White Paper. The toolkit helps support national, regional and local services and systems across health, local government, the voluntary, community and private sector to embed mental well-being into their work. This final edition builds on the recent MWIA Toolkit circulated in October 2010 where users were asked to provide feedback.

As before, we have made it as practical as possible with full instructions and resources to be used, and adapted for your requirements. The Toolkit is presented in downloadable sections.

The toolkit includes:

an updated evidence base on population characteristics, determinants and protective factors for mental wellbeing

an emphasis on social determinants of mental well-being such as socio-economic position, environment, transport, education, food, and the understanding of resilience, core economy, social justice and equity

a refined and user friendly process for undertaking a Mental Well-being Impact Assessment

a section on measuring mental well-being with practical explanations of how to identify suitable indicators for your proposal

a set of resources including an extensive mental well-being bibliography".

<http://www.apho.org.uk/resource/item.aspx?RID=95836>

<http://www.apho.org.uk/resource/view.aspx?RID=95836>

Paying The Price: The cost of mental health care in England to 2026

McCrone, Paul; Dhanasiri, Sujith; Patel, Anita; Knapp, Martin; Lawton-Smith, Simon. King's Fund. 2008. 165 pages.

http://www.kingsfund.org.uk/publications/paying_the_price.html

Resilient relationships in the North West: what can the public sector contribute?

Friedli, Lynne; Carlin, Margaret. Investment for Health. 2009 November. 50 pages.

<http://www.wmrdc.org.uk/silo/files/resilient-relationships-in-the-north-west-1.pdf>

Taking the temperature of local communities The Wellbeing and Resilience Measure (WARM)

Mguni, Nina; Bacon, Nicola. Young Foundation. 2010. 75 pages.

<http://www.youngfoundation.org/publications/reports/taking-temperature-local-communities>

Understanding Children's Well-Being. Links between family economic factors and children's subjective well-being: Initial findings from Wave 2 and Wave 3 quarterly surveys

Rees, Gwyther; Pople, Larissa; Goswami, Haridhan. The Children's Society. 2011. 14 pages.

<http://www.childrensociety.org.uk/news-views/press-release/new-findings-show-cuts-directly-impacting-children's-well-being>

http://www.childrensociety.org.uk/sites/default/files/tcs/research_docs/Economic%20Factors%20March%202011.pdf

13. Public Health

Web site. ADPH (Association of Directors of Public Health)

<http://www.adph.org.uk/>

Public Health in Local Government. Fact Sheets

DH. Department of Health. 2011 December. 26 pages.

A series of factsheets (also published separately) on the roles and responsibilities of local authorities in the new public health system, including: local authority public health functions; the role of the Director of Public Health; commissioning responsibilities; public health advice to NHS commissioners; and professional appraisal and support, and capacity building.

<http://healthandcare.dh.gov.uk/public-health-system/>
http://www.dh.gov.uk/prod_consum_dh/groups/dh.digitalassets/documents/digitalasset/dh_131904.pdf

The new public health system: summary

DH. Department of Health. 2011 December. 4 pages.

Provides a summary of the reforms to public health. Looks at: what the Government is trying to achieve; local responsibilities; the place of Public Health England; the continuing role of the NHS in public health; the public health workforce; and making it happen.

<http://healthandcare.dh.gov.uk/public-health-system/>
http://www.dh.gov.uk/prod_consum_dh/groups/dh.digitalassets/documents/digitalasset/dh_131897.pdf

Public Health England's Operating Model. Factsheets.

DH. Department of Health. 2011 December. 15 pages.

A series of factsheets (also published separately) on the operating model for Public Health England. It includes: mission and values; functions; organisational design; status and accountability; and next steps - establishing Public Health England.

<http://healthandcare.dh.gov.uk/public-health-system/>
http://www.dh.gov.uk/prod_consum_dh/groups/dh.digitalassets/documents/digitalasset/dh_131892.pdf

The role of the Director of Public Health in England

Pittam, Gail; Wright, Jenny. Perspectives in Public Health. Vol. 131, No.1, January, 17-18. 2011. 2 pages.

Provides brief background of the history and future role of Directors of Public Health

<http://rsh.sagepub.com/content/131/1/17>
<http://www.sph.nhs.uk/sph-documents/the-role-of-the-director-of-public-health-in-england>

Outcomes, Processes and Capability: using the public sector scorecard in public health

Moullin, Max and John Soady. Proceedings of the European Operations Management Association Annual Conference.. 2008, June. 9 pages.

<http://www.shu.ac.uk/research/ciod/tqm/scorecard.html>

14. Commissioning

Transforming our health care system: Ten priorities for commissioners

Imison, Candace; Naylor, Chris; Goodwin, Nick; Buck, David; Curry, Natasha; Addicott, Rachael; Zollinger-Read, Paul. The King's Fund. 2011 May. 16 pages.

From website: "Health care commissioners will need to deliver a sustainable system in the face of the most challenging financial and organisational environment seen in decades. They must shift the current emphasis on acute and episodic care towards prevention, self-care and integrated and well co-ordinated care to cope with an aging population and increased prevalence of chronic diseases. And they will need to direct resources to the patients with greatest need and redress the 'inverse care law' by which those who need the most care often receive the least.

Here, we set out ten priorities for action to help commissioners transform the health care system."

Clear, concise and well evidenced explanation and prescription.

http://www.kingsfund.org.uk/publications/articles/transforming_our.html
<http://www.kingsfund.org.uk/document.rm?id=9100>

Web page. Clinical commissioning: what can we learn from previous commissioning models?

King's Fund.

Briefing (on web page rather than separate document). Described as: "This short briefing gives an outline of GPs' role in commissioning in England to date and highlights evidence from The King's Fund and others on the impact of different commissioning models."

http://www.kingsfund.org.uk/current_projects/the_nhs_white_paper/gp_commissioning.html

Commissioning for the future. Learning from a simulation of the health system in 2013/14

Imison, Candace; Curry, Natasha; McShane, Martin. The King's Fund. 44 pages.

From executive summary: "This paper provides the findings of a simulation exercise run by NHS Lincolnshire with The King's Fund in November 2010. The simulation sought to model how the coalition government's proposed National Health Service (NHS) reforms would look in Lincolnshire in 2013, the date set for the implementation of many of the reforms to the NHS. It aimed to test the behaviours and dynamics that might develop under the rules of the new system and help local general practitioner (GP) consortia prepare for this new world."

http://www.kingsfund.org.uk/publications/future_commissioning.html

Web pages. Guidance on Commissioning

NHS Institute for Innovation and Improvement.

http://www.institute.nhs.uk/commissioning/general/commissioning_home.html

An Improvement Framework for Commissioners

NHS Institute for Innovation and Improvement.

Free to NHS

(From website): "This guide provides a framework designed to help commissioners make significant improvements to healthcare services and

outcomes in areas where they are facing the most complex and 'wicked' challenges. It builds upon the learning from our pilot work with commissioners to offer a range of concepts, tools and techniques that support a measurement based approach to change (e.g. driver diagrams, constructing operational definitions, system awareness etc.). Throughout the guide other NHS Institute products are signposted for further supporting information."

http://www.institute.nhs.uk/index.php?option=com_joomcart&Itemid=194&main_page=document_product_info&cPath=94&products_id=763&Joomcartid=k3ijkm62nohuc1b230hvppeau4

Building high-quality commissioning. What role can external organisations play?

Naylor, Chris; Goodwin, Nick. King's Fund. 2010 July. 76 pages.

From website: "Building high-quality commissioning examines how external support is being used by primary care trusts and strategic health authorities and whether it is helping them to develop more effective commissioning. Our research shows that the use of external support is now standard practice in the NHS. There was evidence that in many cases external organisations had succeeded in improving commissioning processes and could provide support in key areas such as data analysis and commercial skills. However, it was also clear that external support is not always used effectively. This report provides guidance for commissioners, policy-makers and providers of support on how to avoid those pitfalls and ensure best value from external support. The recommendations made will be relevant to GP commissioning consortia as well as to PCTs."

<http://www.kingsfund.org.uk/publications/building.html>

<http://www.kingsfund.org.uk/document.rm?id=8705>

Commissioning and behaviour Change. Kicking Bad Habits final report

Boyce, Tammy; Robertson, Ruth; Dixon, Anna. King's Fund. 2008 December. 52 pages.

From the website: "Unhealthy behaviours – smoking, alcohol misuse, poor diet, lack of exercise – lead to ill health, with resulting costs to individuals, to the NHS and to society as a whole. PCTs are expected to commission support to help people change their behaviour to adopt healthier lifestyles – but what should that support be? The Kicking Bad Habits programme was launched to identify effective interventions. Drawing on a series of working papers and seminars, this report assesses existing and innovative methods the health service can use to persuade people to adopt healthier lifestyles, including providing information, personal support and financial and other incentives."

http://www.kingsfund.org.uk/publications/kbh_final_report.html

<http://www.kingsfund.org.uk/document.rm?id=8146>

Commissioning better outcomes for carers - and knowing if you have

ADASS/The Princess Royal Trust for Carers. ADASS/The Princess Royal Trust for Carers. 2010 May. 38 pages.

http://www.adass.org.uk/index.php?option=com_content&view=article&id=285&Itemid=190

<http://www.adass.org.uk/images/stories/Publications/commissioning%20better%20outcomes%20final%20print.pdf>

Social enterprise in health care. Promoting organisational autonomy and staff engagement

Addicott, Rachael. King's Fund. 2011 August. 28 pages.

From website: "Based on the responses of a small group of directors of social enterprises and chief executives of acute and mental health foundation trusts, this paper explores the motivations for becoming a social enterprise and whether their ambitions have been realised in practice. In particular, the paper looks at the impact of social enterprises on the financial framework and on employees' attitudes. One of the aims of the health reforms was to give greater autonomy to providers, but there is considerable uncertainty about how such organisations would develop and function. Interviews with the chief executives of foundation trusts showed they were receptive to the social enterprise model in principle but had concerns about the scale of change needed and about whether it would detract from the underlying intention – increasing staff engagement in decision-making."

http://www.kingsfund.org.uk/publications/social_enterprise_in.html

<http://www.kingsfund.org.uk/document.rm?id=9214>

The Social Enterprise Guide. For people in local government

Social Enterprise UK, 2012 February. 32 pages.

From introduction: "This guide ... explains how social enterprises can help meet many of a local authority's strategic objectives, and gives practical advice about how teams within local authorities can engage with social enterprises to benefit the communities they serve."

<http://socialenterprise.org.uk/news/social-enterprise-publishes-new-guide-for-local-authorities>

http://socialenterprise.org.uk/uploads/files/2012/02/local_authority_guide_final1.pdf

Web Page. Social enterprise

Department of Health.

<http://www.dh.gov.uk/en/Managingyourorganisation/Socialenterprise/index.htm>

15. Healthwatch

Preparing for HealthWatch. CQC's plan to set up HealthWatch England

Care Quality Commission. 2011 October. 12 pages.

From the document: "This document outlines the work being undertaken to create HealthWatch England, in readiness for the launch of HealthWatch in October 2012."

<http://www.cqc.org.uk/public/news/preparing-healthwatch>

http://www.cqc.org.uk/sites/default/files/media/documents/preparing_for_healthwatch.pdf

Web page. Healthwatch

Care Quality Commission.

<http://www.cqc.org.uk/public/about-us/partnerships-other-organisations/healthwatch>

Web page. Healthwatch

Department of Health.

<http://healthandcare.dh.gov.uk/category/care/healthwatch-2/>

Shaping Local Healthwatch - The Actions and Findings of 9 Local Authorities
Cottington-Bray, Ruth. Patient Public Involvement Solutions Ltd. 2012 January. 17 pages.

Reports on work by Patient and Public Involvement Solutions, an independent company, in 9 local authority areas with quite extensive opinion research. Describes the policy context and then presents an overview of shared views across the nine areas, under the five themes of 1. Leadership, 2. Management and Operations, 3. Profile, 4. Representative and Inclusive, 5. Influential and Independent.

<http://patientpublicinvolvement.com/extras.htm>

<http://patientpublicinvolvement.com/LHWReport200112.pdf>

HealthWatch Transition Plan

DH. Department of Health. 2011 March. 42 pages.

Description from the document: "The key issues for LINKs, their host organisations and local authorities during 2011/12, prior to the establishment of HealthWatch. The preparations they can make and the support that will be available."

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_126325.pdf

16. Community Engagement

Communities for Health. How health and wellbeing became everyone's business

Shared Intelligence. Local Government Association. 2011 November. 32 pages.

This is the final report of the Communities for Health programme. It helps illuminate both principles and practice including on the social determinants of health and point to a number of case study examples. It focuses on the potential for health and wellbeing practitioners to instigate change. It describes the health inequalities challenge, and then looks at lessons and learning from the Communities for Health programme. It is structured around six lessons: 1. The wider determinants of health can be tackled through active collaboration between local services. 2. Maximise user involvement and opportunities for co-production of health and wellbeing promotion. 3. Put user perspectives at the centre of designs for health improvement. 4. Set objectives for population scale impact and reducing the gradient. 5. Mainstream services have set health and wellbeing as a priority but need to build workforce knowledge of public health. 6. Build a health market place.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=14205840>

<http://www.idea.gov.uk/idk/aio/32079752>

The voluntary and community sector in health. Implications of the proposed NHS reforms

Curry, Natasha; Mundle, Claire; Sheil, Fiona; Weeks, Lisa. King's Fund. 2011 June. 44 pages.

The website says that this report: "considers the main opportunities and challenges facing the sector. It discusses what needs to happen to ensure the sector can flourish in the new system and what it needs to do to grasp new opportunities."

http://www.kingsfund.org.uk/publications/voluntary_sector.html

<http://www.kingsfund.org.uk/document.rm?id=9153>

Website. Involve

A wide range of up to date, free resources on community engagement, consultation and participation. Involve is a charity, funded by the Joseph Rowntree Charitable Trust, amongst others.

<http://www.involve.org.uk/>

Activating Empowerment: Empowering Britain from the bottom up

McLean, Sam; Andersson, Edward. Ipsos MORI and Involve. 2009 June. 144 pages.

Examines theories of empowerment, then a series of mechanisms, using the headings: what is this mechanisms; what sort of empowerment and benefits does it deliver? What are the risks? Who does it tend to empower? Who does it tend to exclude? Who tends to favour/disfavour these strategies. The mechanisms discussed are: Choice and Exit; Direct Payments and Individual Budgets; Highly Participative Voice Mechanisms; Participatory Budgeting; Ballots, Referenda and Empowered Petitions; Triggers; and Citizen Assessment. It then looks at the contextual factors affecting empowerment. The website says:

"The key finding of Activating Empowerment is that empowerment mechanisms work – they empower citizens. But they do so in different ways, at different levels and to different degrees. But what is clear from our research, is that the fundamental benchmark of success for any initiative or innovation that aims to empower citizens, is the degree to which they offer local people real opportunities to influence change in policy and the public services they receive (de facto empowerment), and ensure that people feel and understand this to be the case (subjective empowerment)."

<http://www.involve.org.uk/activating-empowerment-empowering-britain-from-the-bottom-up/>

Best Value Statutory Guidance

Department for Communities and Local Government. DCLG. 2011 September. 7 pages.

Indicates the intention to repeal the Duty to Involve. However, local authorities are under a duty to consult, under Section 3(2) of the Local Government Act 1999.

<http://www.communities.gov.uk/publications/localgovernment/bestvaluestatguidance>

Deliberative Public Engagement - Nine Principles

Warburton, Diane et al. National Consumer Council. 2008 June. 18 pages.

Provides a brief explanation of what deliberative engagement is, why it is important and what the key methods are, as well as the principles to bear in mind when adopting such methods.

<http://www.involve.org.uk/deliberative-public-engagement-nine-principles/>

Engaging the public in delivering health improvement

Leeds Metropolitan University. 2010. 8 pages.

This is mainly about involving members of the public in health improvement work (such as providing information, raising awareness of health issues and mobilising community resources to address health issues) as opposed, say, to consultation. It looks at why to involve the public, how and the sorts of issues to bear in mind when doing so.

<http://www.idea.gov.uk/idk/aio/25065263http://www.idea.gov.uk/idk/aio/25065263>

Not Another Consultation! Making community engagement informal and fun

Andersson, Edward; Shakrokh, Thea. Local Government Improvement and Development. 2010 November. 86 pages.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=23591600>

Web pages. Community Empowerment

LGA (LGID).

<http://www.idea.gov.uk/idk/core/page.do?pagelId=16639499>

Talking for a Change: a distributed dialogue approach to complex issues

Andersson, Edward; Burall, Simon; Fennell, Emily. Involve. 2010. 81 pages.

<http://www.involve.org.uk/talking-for-a-change/>

Building resilient communities. A Young Foundation report for Wiltshire Think Family Board

Sellick, Vicki; Mguni, Nina; Russell, Catherine; Bacon, Nicola. Young Foundation. 2011 January. 22 pages.

<http://www.youngfoundation.org/publications/reports/building-resilient-communities>

Local Government Act

The Stationery Office Limited. 1999. 41 pages.

Includes the duty of Best Value and duty to consult, which still apply.

<http://www.legislation.gov.uk/ukpga/1999/27/contents>

Local Government and Public Involvement in Health Act 2007

2007. 272 pages.

<http://www.legislation.gov.uk/ukpga/2007/28/contents>

Rough Guide to Experience and Engagement

NHS Institute for Innovation and Improvement. [Date unknown].

Available for free to NHS bodies. Guidance for GP Consortia on the emerging national framework governing engagement and experience and introduction to the Engagement Cycle tool and case studies giving best practice examples.

http://www.institute.nhs.uk/index.php?option=com_joomcart&main_page=document_product_info&products_id=782&cPath=95
http://www.institute.nhs.uk/index.php?option=com_joomcart&main_page=document_product_info&products_id=782&cPath=95

Website. Customer focus and community engagement

Improvement Network.

<http://www.improvementnetwork.gov.uk/imp/core/page.do?pagelId=1068196>

Website. People and Participation

This site was developed by Involve and Headshift, and funded by the Department for Communities and Local Government, Ministry of Justice, and the Sustainable Development Commission. It does not appear that it is being actively updated, but it nevertheless has a number of useful resources.

<http://www.peopleandparticipation.net/display/Involve/Home>

17. Equality, Diversity and Inclusion

Website.

Equality and Human Rights Commission.

"An independent statutory body established to help eliminate discrimination, reduce inequality, protect human rights and to build good relations, and to ensure that everyone has a fair chance to participate in society."

<http://www.equalityhumanrights.com/>

The essential guide to the public sector equality duty. England (and non-devolved public authorities in Scotland and Wales). Revised (second) edition

Equality and Human Rights Commission. EHRC. 2012 January. 40 pages.

From the Introduction: "This guide is one of a series written by the Equality and Human Rights Commission (the Commission) to explain how public authorities can meet the requirements of the Equality Act 2010 (the Act). The Act brings together all previous equality legislation in England, Scotland and Wales. The Act includes a new public sector equality duty (the equality duty), replacing the separate duties relating to race, disability and gender equality. The equality duty came into force on 5 April 2011. ...

"This is the second edition of this guide as it was revised to reflect the Equality Act 2010 (Specific Duties) Regulations 2011, which were published by Government on 27 June 2011. These came into force on 10 September 2011."

[http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/guidance-on-the-equality-duty/Guidance for England and non devolved bodies in Scotland and Wales](http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/guidance-on-the-equality-duty/Guidance%20for%20England%20and%20non-devolved%20bodies%20in%20Scotland%20and%20Wales)
http://www.equalityhumanrights.com/uploaded_files/EqualityAct/PSED/essential_guide_update.pdf

Web Page on the Public Sector Equality Duty

Equality and Human Rights Commission.

<http://www.equalityhumanrights.com/the-new-public-sector-equality-duty/>

Web pages: Guidance for implementing good human rights practice in the health sector from EHRC

Equality and Human Rights Commission.

<http://www.equalityhumanrights.com/human-rights/human-rights-practical-guidance/sector-health/>

18. Health Scrutiny

Health overview and scrutiny: Exploiting opportunities at a time of change

Turner, Su; Marsh, Sheila. The Centre for Public Scrutiny. 2011 November.

32 pages.

From the website: "This publication shares the learning from seven scrutiny development areas CfPS recruited to help to carve out the best ways that scrutiny, clinicians and boards can work together and support each other to achieve good outcomes across health and social care."

http://www.cfps.org.uk/publications?item=7008&filter=health,%20care%20and%20well-being&filterfrom=issue_name&match_all=true&offset=0

http://www.cfps.org.uk/includes/scripts/force_download.php?file=../../domains/cfps.org.uk/local/media/downloads/L11_605_CfPS_health_overview_and_scrutiny_v8.pdf

Peeling the Onion. Learning, tips and tools from the Health Inequalities Scrutiny Programme

Turner, Su (ed). Centre for Public Scrutiny. 2011 May. 136 pages.

Based on work with 10 'scrutiny development areas', this report examines how the overview and scrutiny function can impact on health inequalities. It starts by looking at the relationship between scrutiny and health inequalities. It then looks at the key attributes of such scrutiny (Vision, leadership and drive; Community and stakeholder engagement; Partnership working; Local understanding; Being systematic; Monitoring and evaluation). It then looks at various tools available to scrutiny (including appreciative enquiry and open space). Finally it describes each of the 10 case study areas).

<http://www.cfps.org.uk/tackling-health-inequalities>

http://politiquessociales.net/IMG/pdf/CfPSPeelingonionfin_1_1_.pdf

19. Useful Websites

ADASS (Association of Directors of Adult Social Care)

www.adass.org.uk

ADCS (Association of Directors of Children's Services)

<http://www.adcs.org.uk/>

ADPH (Association of Directors of Public Health)

<http://www.adph.org.uk/>

BMA (British Medical Association)

<http://www.bma.org.uk/>

Care Quality Commission

<http://www.cqc.org.uk/>

Centre for Public Scrutiny

<http://www.cfps.org.uk/>

Department of Communities and Local Government

<http://www.communities.gov.uk/corporate/>

Department of Health

<http://www.dh.gov.uk/en/index.htm>

Healthy Communities Programme Resources (part of LGA)

<http://www.idea.gov.uk/health>

Kings Fund

<http://www.kingsfund.org.uk/index.html>

The LINKs Exchange – a community for those involved in Local Involvement Networks

<http://www.lx.nhs.uk/>

LGA (Local Government Association)

<http://www.local.gov.uk>

Monitor – Independent Regulator of NHS Foundation Trusts

<http://www.monitor-nhsft.gov.uk/>

NHS

<http://www.nhs.uk/Pages/HomePage.aspx>

NHS Confederation

www.nhsconfed.org

NHS Institute for Innovation and Improvement

<http://www.institute.nhs.uk/>

Network of Public Health Observatories

<http://www.apho.org.uk>

Ofsted

<http://www.ofsted.gov.uk/>

UK Faculty of Public Health

<http://www.fph.org.uk/>

SOLACE (Society of Local Authority Chief Executives)

<http://www.solace.org.uk/>

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