

Health and Wellbeing Board

22 March 2017

Joint Strategic Needs Assessment – The place-based delivery model: 2017 onwards

Recommendation(s)

1. That the Health and Wellbeing Board endorses the place-based approach to the JSNA for 2017 and beyond. By endorsing the approach, partners are committing resource to additional joint working which will agree the shared geographies and provide analytical resource to inform area profiles and needs assessments.

1.0 Key Issues

- 1.1 The current JSNA has delivered significant benefit to the county providing both a broad evidence base and bank of specific needs assessments based upon priority themes. The current work programme, approved by the Health & Wellbeing Board in 2015, is now complete and a list of the outputs produced within that programme is provided in Appendix 1.
- 1.2 More recently, there have been increasing numbers of enquiries into the WCC business intelligence function, within which the WCC responsibilities for delivering the JSNA programme of work sit, for an understanding of needs from a *place* perspective rather than on a thematic basis.
- 1.3 Reflecting this emerging need, along with an awareness of requirements to support significant transformation programmes across health and social care, it is timely to refresh the JSNA approach.
- 1.4 As the fundamental evidence base for the HWB system it is critical that the Board own and champion the JSNA. The amended approach as agreed by the JSNA Strategic Group and the HWB Executive Team in December is presented to the HWB Board for endorsement and support.

2.0 Proposal

- 2.1 There are multiple drivers towards increased placed-based working within the Health & Wellbeing system in Warwickshire which rely on the JSNA process for their supporting evidence base:
 - **Health & Wellbeing Strategy** – The JSNA provides the evidence base for the Strategy. The HWB Strategy works to three headline priorities: Promoting independence, community resilience and working together as a system. The JSNA approach is critical to providing the evidence base to all the work which underpins these priorities. A place based JSNA would support these priorities,

and in particular community resilience. These fresh outputs will be able to inform the new HWB Strategy which will be required once the existing one comes to an end in 2018.

- **Sustainability and Transformation Plan (STP)** – A key part of the STP, and in particular the Proactive and Preventative workstream, is based upon delivery of services at a locality level through (circa 50,000 population). A place-based JSNA could provide the evidence base for this work.
- **Out of hospital programme** – Part of the above, the programme is led by the CCGs and is seeking to specifically build integrated services around 15-20 communities of approximately 50,000 population. This work has already led to production of a first wave of place-based profiles.
- **GP 5 year forward view** – Based upon the provision of Primary Care services around GP clusters.
- **Community Hubs** – These would provide a range of solutions whereby WCC and partners are able to deliver an appropriate service offer to meet all or a combination of needs from a 'hub'. Where these hubs should be located and what the service offer should be will be informed by the place based JSNA approach, with the profiles providing an overview and the needs assessment providing the detail behind the needs, demand and supply in each geography.
- **County Council (Adult Social Care and Children's Services) Transformation Plans** – Emerging proposals for service redesign in these areas are based upon the management of demand through increased self-help and community capacity. Service delivery would again increasingly look towards community hub models.

2.2 Under the new model, it is proposed that the JSNA is positioned as the primary source of evidence which can support all these needs in a holistic and consistent way. It will become a single shared evidence base, delivered through coordinated resource and meeting multiple needs.

2.3 Key features of the refreshed approach include:

- A Geographies User Group which includes all partners with a stake in place-based service delivery. This includes CCGs, WCC, Districts and Boroughs, Town and Parish Councils, Healthwatch and voluntary sector representatives. Work is ongoing, linking together the multitude of emerging work programmes that have a focus on place and delivering services locally based upon the specific needs of our communities.
- A supporting Geographies Data Group will provide the mapping expertise to create the geography options and then supply the data at those geographical levels for the profiles.
- A 'data building block' approach to creating these geographies has consistently been agreed as the preferred method to determine the new areas. Using existing statistical boundaries and aggregating to 30k-50k

population level, whilst engaging with those with local knowledge to ensure community interests are served, would provide the maximum amount of data for the requested profiles and needs assessments.

- Agreement of a set of 15-20 of place-based geographies to cover Warwickshire.
 - NB. We are collaborating with the Insight team at Coventry City Council to cover the Coventry and Rugby CCG and STP footprint.
- Profiles delivered for each of the 15-20 geographies
- Programme of place based needs assessments
- An annual call for thematic needs assessments to pick up any needs assessments which were required above and beyond the place-based ones
 - The Appendix lists those delivered since 2014.
 - Health and Wellbeing Board members are invited to submit their thematic needs assessment requirements, along with those of stakeholder commissioning decision makers, by Friday 31st March 2017 to jsna@warwickshire.gov.uk

2.4 The principles of the place-based approach have been agreed by the Warwickshire County Council Customer and Transformation Board on 8th November, the JSNA Strategic Group on 1st December and the HWB Executive on 9th December 2016.

2.5 The refreshed approach is anticipated to deliver the following benefits:

- Shorter, sharper turnaround times
- Aligned with commissioning decisions
- Able to be responsive to needs while being clear on priorities
- Well-defined governance,
- Timely use of data,
- Active involvement/ownership from stakeholders and partners.
- Geographies meet all stakeholder needs as far as possible.
- Optimised use of resource

3.0 Timescales associated with the decision and next steps

3.1 Following agreement by the HWB Executive in December 2016 and further ratified by the Customer and Transformation Board in February 2017, the JSNA team has begun implementing the place-based approach.

3.2 The Geographies User Group and Data Group have both met twice to develop proposed geographies and will continue to do so regularly until all the areas have been agreed. The two Geographies groups will progress work on defining requirements around new geographies and propose a set (or multi-layered sets) of boundaries for approval at Customer and Transformation Board and HWB Executive. The aim is to conclude at least two of the district and borough areas by the end of March and will be overseen by the JSNA Strategic Group.

- 3.3 The Boroughs of North Warwickshire and Nuneaton & Bedworth are being completed first because there are already well defined lower level geographical areas currently being used which should only require small amendments to fit multiple purposes.
- 3.4 The Geographies User Group will decide the next district or borough to be completed but indications suggest it is likely to be Rugby, again because of the speed at which the lower level geographical areas can be agreed.
- 3.5 South Warwickshire has multiple ways it is currently split which will require some detailed unpicking with stakeholders and tackling it last would prevent lengthy delays for the other areas' profiles.
- 3.6 It is estimated that the profiles will begin to be published within 6 months of the geographies being agreed.

Background papers

None

	Name	Contact Information
Report Author	Jenny Bevan	jennybevan@warwickshire.gov.uk 01926 742353
Head of Service	Tricia Morrison	triciamorrison@warwickshrie.gov.uk 01926 476994
Strategic Director	David Carter	davidcarter@warwickshire.gov.uk 01926 412564
Portfolio Holder	Jose Compton	cllrcompton@warwickshire.gov.uk 01926 402936

The report was circulated to the following members prior to publication:

Local Member(s): None

Other members: Councillors Seccombe, Caborn, Compton, Webb, Holland, Perry and Rolfe

Appendix: Thematic needs assessments delivered 2014-2016

- Cancer – to be delivered late 2017
- Substance misuse – to be delivered early 2017
- Self-harm Needs Assessment (2017)
- Youth Justice Service Needs Assessment (2016)
- Smoking Needs Assessment (2016)
- Special Educational Needs and Disability Needs Assessment (2016)
- Preventing Children from Becoming Looked After JSNA (2016)
- Smart Start (0-5s) Needs Assessment (2016)
- Domestic Violence Needs Assessment (2016)
- CAMHs Needs Analysis (2016)
- Place based Lillington Needs Assessment (2016)
- Children Looked After (CLA) Needs Assessment (2016)
- Carers Needs Assessment (2016)
- Helping Vulnerable Children Needs Assessment (2015)
- Veterans Mental Health Needs Assessment (2015)
- Loneliness & Social Isolation Needs Assessment (2015)
- Best Health for Older People in Warwickshire Report (2015)
- Learning Disabilities Needs Assessment (2015)
- Pharmaceutical Needs Assessment (2015)
- Child Sexual Exploitation (CSE) Needs Assessment (2014)

These reports, along with other JSNA material, can be found at <http://hwb.warwickshire.gov.uk/jsna-needs-assessments/>