

Health and Wellbeing Board

10 January 2018

Joint Strategic Needs Assessment (JSNA) Delivery Model

Recommendations

The Health & Wellbeing Board is recommended to:

- a) Continue to support and champion the place-based approach to understanding health and wellbeing needs across the county through the Joint Strategic Needs Assessment (JSNA)
- b) Reiterate the commitment to using the agreed JSNA Geographies as the basis for strategic planning across all partners
- c) Endorse the proposed delivery model for the JSNA Needs Assessments
- d) Consider and approve the proposals for sponsors and lead officers for each needs assessment
- e) Identify leads from their respective organisations to support delivery of the first wave of needs assessments
- f) Confirm the timeline required for completion of the work and identify the associated resource

1. Background

- 1.1. The HWBB has supported the development of the place-based JSNA at every stage over the past nine months. It has taken decisions on the concept, design and outline content of the proposed JSNA and in doing so enabled the process to now reach the point of delivery. The overall approach was endorsed at HWBB in March 2017. Three phases of work were approved.
- 1.2. The first was to agree a consistent set of 'JSNA Geographies', creating 22 areas across the county that would be used to profile needs and design services across the health and wellbeing system. These geographies were agreed at HWBB in July 2017 and all partners committed to using these areas for strategic planning purposes. As a reminder, a map illustrating the areas can be found [here](#).
- 1.3. The second phase of work was to produce a JSNA Profiling Tool. This would enable all partners to create statistical profiles for a range of different areas, including the JSNA geographies. For the first time, all partners are able to use a common evidence base to understand the make-up of the geographies they

have committed to using. This tool was presented to HWBB in September 2017 and can be accessed [here](#). There has been significant positive feedback on the usefulness of this tool.

- 1.4. Phase 3 of the programme requested by the HWBB is to deliver a suite of needs assessments across the JSNA Geographies.

2. Delivery Phase

- 2.1 A [pilot needs assessment](#) has been completed in Atherstone and learning points gathered. The key message was that it is essential that there is local buy-in to the process and local ownership is established. For the place-based JSNA approach to be effective, it is critical that partner organisations take responsibility for the outputs and commit to using the evidence base that is generated to inform the design, commissioning and delivery of services at the local level. This approach is in line with all partners' direction of travel, including the respective hub-based models, Out of Hospital programme, STP and transformation programmes across both children's and adults services.
- 2.2 At this stage, we need to be confident that there is a genuine commitment to this approach before assigning significant capacity to what is likely to be a two year programme of work.
- 2.3 The proposal recommended by the JSNA Strategic Group is to deliver 20 needs assessments, starting in January 2018. These will be scheduled across four waves of approximately 5 areas each, with each wave being completed in four to six months and opportunity for stage reviews built into the schedule. This is a significant undertaking and must be scheduled carefully. Section 5 sets out proposals for the areas to be included in the first wave.
- 2.4 The analytical work, and the production of the needs assessment documents, will be managed by the WCC Insight Service. However the HWB Board collectively holds statutory responsibility for the development of the JSNA and needs to ensure, as the 'customer' of the work, that there is suitable ownership for each needs assessment.
- 2.5 To assist partners in leading this work, a range of supporting tools and guidance will be provided by the WCC Insight Service. This will set out in more detail what the respective roles will need to contribute, more detailed timelines for the delivery of each individual needs assessment and issue templates for the outputs to be produced.
- 2.6 This paper seeks to outline the specific roles and requirements of each partner organisation in delivering the programme of place-based needs assessments as well as the involvement of individual Members and officers in specific needs assessments.

3. Proposed roles of HWBB member organisations

Stakeholder/ HWB member	Proposed Involvement/Role
OOH	<ul style="list-style-type: none"> Inform and utilise needs assessments. Ensure overall and local service delivery models within OOH programme are based upon the evidence generated through the needs assessments.
BHBCBV programme	<ul style="list-style-type: none"> Inform the design of all needs assessments by identifying requirements of all workstreams.
WCC	<ul style="list-style-type: none"> Hold dual responsibility with CCG for delivery of the JSNA. Local Elected Members to support development of relevant needs assessment, help with local engagement and champion its use. Transformation programmes (including community capacity, adult and children's transformation) to contribute to the evidence base and utilise findings in delivery of programmes. Commissioning intentions to inform and utilise the needs assessments. Localities teams to provide project support to coordinate local stakeholder activity such as steering group meetings Insight Service to provide dedicated analytical expertise for all needs assessments
CCGs	<ul style="list-style-type: none"> Hold dual responsibility with WCC for delivery of the JSNA. To work collaboratively to ensure local ownership is established for each needs assessment and ensure they inform Commissioning Intentions. Provide relevant data and analysis as required.
District & Borough Councils	<ul style="list-style-type: none"> Coordinate effort as Lead Members for the needs assessments in their respective areas (up to 5)
Providers	<ul style="list-style-type: none"> To inform relevant needs assessments as core assets within the community/system – linked to OOH work
CAVA	<ul style="list-style-type: none"> Working with partners to identify third sector assets to inform needs assessments
Other partners	<ul style="list-style-type: none"> To contribute data, support development of needs assessments and utilise evidence base as appropriate in local service planning

4. Proposed Delivery Model

4.1 Based upon the above roles, and the need to have local ownership in place for each needs assessment, the table below sets out the suggested process for delivering each needs assessment. This covers just the first wave of needs assessments, and the proposal is to build in a review step at the end of the first wave to identify whether this is the most effective approach.

Month	Task	Who	Purpose	Proposal
Pre-project	Identify Needs Assessment 'Sponsor'	Health & Wellbeing Board	To act as the local strategic lead for the needs assessment, ensuring local buy-in and promoting the use of the outputs in any	District/Borough Health & Wellbeing Portfolio Holder

			local planning activity.	
Pre-work	Identify Needs Assessment lead officer	Health & Wellbeing Board	To take responsibility for the delivery of the needs assessment and to lead and advise the steering group throughout the process. The lead is responsible for ensuring the final needs assessment meets the agreed objectives and is completed to time and quality standards.	Associate Director of Public Health
Pre-work	Identify nominated leads from partners	Each stakeholder	To ensure the needs assessment has buy-in from all appropriate local stakeholders. Examples include CCG, WCC, Providers, Districts/Boroughs, Police, Third Sector etc.	Various
Pre-work	Establish steering group	Needs Assessment lead officer, Sponsor	To ensure the needs assessment has input from stakeholders and complements system-wide strategic planning activity. Also to ensure group has appropriate administrative support.	Various
1	Initial scoping meeting	Needs Assessment lead officer, Insight Analyst	To discuss the process, agree timeline, go through templates, roles and responsibilities	
1	Initial stakeholder group meeting	Needs Assessment lead officer, Steering group	To get stakeholders together, confirm the objectives and set out the process/timeline	
1 – 3	Data collection and research	Insight Analyst, Steering Group	To carry out the data collection, research process and analysis.	
2 – 3	Regular engagement, progress updates	Needs Assessment lead officer, Insight Analyst	To keep stakeholders involved, resolve queries, share data, ensure local perspectives included	
3	First draft report	Insight Analyst	To present the steering group with a first draft	
4 – 6	Second stakeholder session Recommendations formed Action Plan developed Dissemination activity	Needs Assessment lead officer, Steering group, Sponsor	To sign off the needs assessment, agree key messages and recommendations and form action plan. To share the material more widely and confirm arrangements for delivering action plan.	

5. Proposed First Wave

5.1 The JSNA Strategic Group has advised that the first wave of needs assessments should include all five districts/boroughs. Three of these should be the Community Hub proof of concept areas. In practice, because the Atherstone Proof of Concept area covers the whole of North Warwickshire Borough, this means we will need to complete both of the two needs assessments scheduled for that part of the county. It is proposed that the JSNA areas prioritised in the other two districts/boroughs (Warwick District and Nuneaton & Bedworth Borough) would be determined based on levels of need (using population-weighted deprivation scores).

5.2 Therefore, the proposed first wave is:

District/Borough	JSNA Area	Rationale
North Warwickshire	Polesworth, Atherstone & Hartshill	Part of Atherstone Proof of Concept area
	Kingsbury, Coleshill & Arley	Part of Atherstone Proof of Concept area
Nuneaton & Bedworth	Nuneaton Central	Based on Indices of Multiple Deprivation i.e. levels of need
Rugby	Newbold & Brownsover	Includes Brownsover, which is a Proof of Concept area
Stratford-on-Avon	Henley, Studley & Alcester	Includes Alcester/Studley/Bidford, which is a Proof of Concept area
Warwick	Leamington, Whitnash & Bishop's Tachbrook	Based on Indices of Multiple Deprivation i.e. overall levels of need

6. Timeline & Options

6.1 As set out in para 2.3, the proposal is to deliver the needs assessments in four waves across a two year period. This is based upon all the analytical resource being provided by the WCC Insight Service and the respective lead officers receiving 'project' support as required.

6.2 The Board may wish to consider an alternative model if the above is not considered appropriate. For example, the Board may wish for the programme to be completed within one year instead of two. This would require non-WCC partners to provide additional financial resource and/or capacity. Delivering the programme within one year would require two additional analysts plus a project support officer to assist with coordination, particularly as the lead officers will be working on multiple needs assessments concurrently. This resource would require partner funding of around £130,000 or equivalent officer time. The Board is asked to confirm which model (or an alternative) is required.

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

Local Member(s): None

Other members:

Councillors Seccombe, Caborn, Morgan, Redford, Golby, Parsons and Rolfe
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