



Committee and Date

Shadow
Health & Wellbeing Board

27 July 2011

Item

6

Public

JOINT STRATEGIC NEEDS ASSESSMENT PEER CHALLENGE

Responsible Officer Valerie Beint, Corporate Director of Health & Care
e-mail: val.beint@shropshire.gov.uk Tel: 01743 253701

1. Summary

- 1.1 This report sets out the key findings of the Joint Strategic Needs Assessment (JSNA) peer challenge undertaken on behalf of Shropshire Council by Local Government and Development and its team of trained peers. The report also describes how these findings will be used to develop a new JSNA and Joint Health & Wellbeing Strategy for Shropshire, in 2012.

2. Recommendations

- A. That members of the Shadow Health & Wellbeing Board comment on the key findings of the report.
- B. That members of the Shadow Health & Wellbeing Board approve the proposed way forward, including the setting up of a Joint Strategic Needs Assessment Steering and Editorial Group (JSNASEG).
- C. That, in order to facilitate the creation of a new JSNA by January 2012, a resourced programme is brought to the next Health & Wellbeing Board which will include an outline communication and engagement plan to ensure stakeholders are fully involved in the development of the JSNA.
- D. That a workshop facilitated by LGID is arranged for the Board to agree the principles for partnership working.

REPORT

3. Risk Assessment and Opportunities Appraisal

- 3.1 The peer challenge has provided the opportunity to review the existing JSNA and clarify the necessary improvements. A clear and accessible JSNA providing a comprehensive analysis of local current and future needs is

essential for the Health & Wellbeing Board to guide the development of a Health & Wellbeing Board Strategy.

4. Financial Implications

- 4.1 The peer challenge was carried out at no cost to the local authority or to the NHS. The development of the JSNA will be from within existing resources.

5. Background

- 5.1 This report summarises the key findings of the joint strategic needs assessment (JSNA) peer challenge undertaken on behalf of Shropshire Council by Local Government Improvement and Development and its team of trained peers.
- 5.2 With the coalition government's health reforms set to give an enhanced role to joint strategic needs assessment at the heart of proposed new statutory health and wellbeing boards and informing new joint health and wellbeing strategies, the commissioning of LGID to undertake a peer challenge was intended to enable Shropshire Council and its health partners to review the JSNA as it was written and produced in the previous context.
- 5.3 The JSNA peer challenge has been developed by LGID's Healthy Communities Programme, with the core objective of enabling local councils and their health partners to:
- identify 'what's working well' with their JSNA that should be taken forward;
 - determine what changes, developments or improvements need to be made to the JSNA to ensure it meet the new demands arising from the health reforms and wider policy and financial context, such as Big Society, localism, etc;
 - put in place a clear plan of action for delivering an enhanced JSNA, that takes account of the best available practice and reflects local expectations.
- 5.4 It involves an assessment against the JSNA benchmark which draws on statutory guidance produced by the Department of Health and explores:
- **The process of undertaking the JSNA:** examining governance and leadership; partnership arrangements; community and wider stakeholder engagement, and alignment with key strategies and plans;
 - **The format and content of the JSNA:** assessing the data covered in the JSNA, its format and accessibility;
 - **Using the JSNA:** recognising that a powerful JSNA is one that influences commissioning decisions, priorities and supports the achievement of positive outcomes for local communities.
- 5.5 The peer challenge was not an inspection, nor did it award any form of rating category; rather, it was a constructive and supportive process undertaken by

a team including LGID member and officer peers holding a mirror up to the council and health partners.

- 5.6 The challenge team included a local authority councillor and senior managers from a number of independent and public sector organisations.
- 5.7 This peer challenge involved a review of Shropshire's JSNA as it was written and produced in the previous context and reflects the council's interest in taking the JSNA beyond a simple health and wellbeing assessment to include wider determinants of health such as employment and transport. Accordingly, the peer challenge invited views from partner agencies such as the police, community and voluntary groups; considered the council's corporate readiness in taking forward the health reforms, and explored the extent to which there is clear alignment between the JSNA and key strategies such as housing and development plans.

6. **Headline Messages**

- 6.1 To be fit for purpose, the JSNA is expected to provide a comprehensive analysis of local current and future needs to inform commissioning. This should include a wide range of quantitative and qualitative data, including user and community views, and is intended to lead to better health and wellbeing outcomes and help address persistent health inequalities.
- 6.2 The peer challenge process recognised that Shropshire Council underwent a major process of reorganisation, replacing the former two-tier structure in April 2009. At the same time, the previous Director of Public Health retired through ill health. These changes meant that there was both an absence of a natural JSNA champion and also that the JSNA received less prioritisation.
- 6.3 Shropshire's first JSNA was published in 2008, bringing together a collection of data about the health and wellbeing of people in Shropshire. It was refreshed in 2009 to give better recognition to community views and demonstrates good knowledge of the different forums, partnerships and levels of engagement which are already established and are active.
- 6.4 They found that the existing JSNA is a comprehensive technical document, well indexed and easy to understand for an informed audience. There is evidence that the JSNA has been used to inform, among other things:
- **Service planning** - for example, the Supporting People Programme has brought providers, users and recipients together to talk about intentions using JSNA data as part of the rationale for focussing on local and areas for change; the JSNA has also been used to develop services for people at risk of diabetes
 - **Priority setting** – Health Overview and Scrutiny have used the JSNA to identify topics for their work programme, drawing on reports presented by the Director of Public Health;

- **Health inequalities approach** – the JSNA has informed specific activities and placed-based interventions, for example in Oswestry, Ludlow, north east Shrewsbury and Market Drayton.

6.5 The JSNA was described as “not broken” by the people they interviewed; nevertheless there was widespread consensus that it requires “fixing and improving” if it is to meet the new demands arising from the health reforms.

7. Key Recommendations from the Peer Challenge

The areas for improvement centred on 6 themes and are summarised below:-

7.1 Leadership and Vision

- Ensure the JSNA articulates a clear vision.
- Ensure early discussions take place about how the Health & Wellbeing Board will lead the JSNA and how the board will satisfy itself that the JSNA (and the future strategy) is delivering to expectations.
- Provide opportunities for elected members to be engaged in the JSNA process.
- Strong leadership at senior levels of both NHS and the local authority will be needed.

7.2 Governance and Accountability

- Ensure open and transparent governance and accountability arrangements are in place for JSNA.
- Ensure the JSNA process is sufficiently resourced.
- Ensure that commissioners and providers are held accountable for demonstrating contribution to and use of the JSNA.

7.3 Strategy and Plan Alignment

- Strengthen the relationship between JSNA and other key strategies and plans including, for example, QIPP and Community Safety.

7.4 Partnership Working

- A health and wellbeing board development programme should be put in place to build relationships and clarify principles for effective partnership working.
- Make more effort to obtain and sustain the involvement of external partners.

7.5 Community Engagement

- Draw up a robust inclusive communications and engagement plan for the JSNA.

7.6 Future Steps

- In order to make progress with these recommendations it is proposed that a Joint Strategic Needs Assessment Steering and Editorial Group (JSNASEG) is set up which will report back to the next Health & Wellbeing Board with a clear programme to facilitate the production of a JSNA by January 2012 with full stakeholder engagement.
- In order to progress the recommendations regarding the Board and partnership working it is proposed that the development opportunity offered by the LGID is accepted and that at the next meeting of the Board in September time is set aside to clarify and agree the principles of effective partnership working.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

None

Cabinet Member (Portfolio Holder)
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Councillor Ann Hartley

Local Member

All

Appendices

Appendix A - JSNA Peer Challenge Report
