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Title: *Joint Strategic Needs Assessment Refresh and Proposed Way Forward*

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Purpose of Report: To agree the Joint Strategic Needs Assessment approach for the new Health and Wellbeing Strategy for Buckinghamshire.

Report for information, discussion, decision or approval: For discussion and approval.

Related [Joint Health and Wellbeing Strategy](#) Priority: All 3 Strategy Priorities are impacted by this paper and recommendations.

Recommendations: The Health and Wellbeing Board is asked to:

1. Note the content that was delivered for the 2016-2020 JSNA.
2. Agree the core principles to underpin the JSNA.
3. Agree to the relaunch of the Development Group.
4. Agree the actions for 2021/22 to be overseen by the Development Group.

Executive summary

1.1 The Buckinghamshire Health and Wellbeing Board oversees the statutory requirement for local authorities and clinical commissioning groups to prepare a Joint Strategic Needs Assessment (JSNA).

1.2 Following the publication of the new Health and Wellbeing Strategy (the Strategy) for Buckinghamshire, the JSNA needs to be refreshed. The JSNA is a core part of the intelligence system capability.

1.3 In the short to medium-term, a refresh ensures the Strategy's implementation by providing key intelligence and understanding of key local priorities as set out in the action plan. In the longer-term, the refreshed approach will help the Strategy evolve to meet emerging needs of the population while still addressing the overarching priorities and action plan.

1.4 Refreshing the JSNA also provides the opportunity to do things the JSNA has not done before – incorporating more of the resident voice and trialling a strengths-based approach.

Content of report

2.1 The role of the JSNA is to assess the current and future health, care and wellbeing needs of our local community to inform commissioning decisions with the aim of improving the health and wellbeing of residents and reducing inequalities.

2.2 The Department of Health (as it was known then) published statutory guidance on JSNAs in 2013. The guidance set out that JSNAs were to be a continuous and iterative process of strategic assessment and planning. JSNAs are a joint responsibility of both Local Authorities and the local NHS, and they should focus on needs that can be addressed by these partners. This includes considering wider determinants and assets. JSNAs should involve others including Healthwatch and the local community.

2.3 The core principles of the JSNA are as follows:

- **Current** – a rolling programme of review will ensure the JSNA remains up to date through an iterative process of maintenance and development
- **Embedded** – linked into Council and NHS organisational processes to shape services and respond to need
- **Relevant** – to our professional audience, supporting the Strategy, working through partnerships to fill knowledge gaps or undertake calls for evidence
- **Partner-driven** – working together, informed by residents, to develop the evidence base required to drive improvements in outcomes
- **Transparent** – both in how we develop chapters, by involving residents, patients and partners, and in publications, which will be available online

Background to Buckinghamshire's Current JSNA

2.4 Buckinghamshire's JSNA is hosted on the Health and Wellbeing pages of the Council. (Healthandwellbeingbucks.org). The Health and Wellbeing Board (the Board) set up a JSNA Development Group in 2015 to refresh the process for the JSNA; this group oversaw the creation and development of the current JSNA. It focused on a life course approach using chapters focused on individual topics with some cross-cutting chapters.

2.5 The revamped JSNA was launched in 2016, although individual chapters have been produced since then. The JSNA Development Group continued to meet until Buckinghamshire County Council became a unitary authority in 2020 at which point it was due to transition to the new organisational landscape. The COVID-19 pandemic unfortunately meant much of the analytics capacity across the NHS and Local Authority was focused on acute response work, and the JSNA Development Group's work was paused. The Development Group is therefore currently in abeyance.

2.6 Over the 5-year period for the previous JSNA, a wide variety of insight and analytics products were created with and for partners:

- An online platform for the JSNA was developed in 2016.
- JSNA chapters have been published to the website over the last four years. There are currently around 50 chapters on the website.
- Four Director of Public Health Annual Reports were published. These each provide an overview of need for specific topics in Buckinghamshire.
- Other information on the JSNA website includes, community board profiles, Primary Care Network profiles, maps and more in-depth needs assessments on key topics.

Changing Context: the new Health and Wellbeing Strategy for Buckinghamshire

2.7 The new Health and Wellbeing Strategy for 2021-2024 ('Happier, Healthier Lives – a plan for Buckinghamshire') was published in February 2021. The Strategy has 3 priority areas – Start Well, Live Well and Age well. The priorities for the Strategy are set out as

- Start Well
 - Every child has the best start in life.
 - Children have the right environment and opportunities to adopt and maintain healthy lifestyles.
 - Children in Buckinghamshire are Safe and Protected.
- Live Well
 - Residents in Buckinghamshire have the choice and skills to live healthier lifestyles.
 - Residents are encouraged to be more connected with their local community and live in resilient neighbourhoods.
 - Residents in Buckinghamshire are safe and protected.
- Age Well
 - Residents in Buckinghamshire enter older age with healthier lifestyles.
 - Older adults in Buckinghamshire will receive the right support at the right time.

2.8 The Strategy also aligns with Buckinghamshire's COVID-19 recovery plans and has three cross cutting priorities:

- Tackling health inequalities
- Mental health
- Community engagement

2.9 While each of the 3 Strategy priorities and the 3 COVID-19 recovery plan priorities are at least partially covered by the current JSNA, this cross-mapping reveals some gaps. For example, social isolation is currently only touched upon by a small section of the broader JSNA chapter on adult mental health but is a focus area for the Strategy. A shift to focusing on the strengths and assets of communities to drive action is not reflected in the current JSNA, but is a cross-cutting way of working and promoting health and wellbeing in the Strategy. By refreshing the JSNA into a chapter for each focus area with sub-topics, we can ensure the Strategy's action plan is informed by a clear evidence base and the latest data available.

2.10 The COVID-19 pandemic has impacted the residents, economy and services of Buckinghamshire. Different individuals and communities have been impacted in different ways based on the findings of the COVID-19 recovery plans, Health Impact Assessment and Public Health England. The Strategy's focus on addressing by levelling up across the county provides an opportunity to strengthen this aspect of the JSNA, making levelling up, especially for the 3 priority areas (Start Well, Live Well and Age Well) a key focus for every chapter.

Proposed Way Forward

2.11 To ensure high quality and timely content for each chapter, the Development Group therefore proposes the JSNA should tightly align to the system priorities set out in the Health and Wellbeing Strategy and the draft COVID-19 Health and Wellbeing Recovery Plan to better reflect the current key health and wellbeing priorities of Buckinghamshire.

2.12 The Development Group proposes that the governance of the group be changed to reflect the new organisational landscape plus the changing priorities during and following the COVID-19 pandemic. It should include key individuals from NHS and Buckinghamshire Council who have the authority to ensure the delivery of chapters plus sign off the content for publication. Further discussion with partners is required to agree the final group membership and timelines for chapters this year. An update will be provided in July to this Board.

2.13 An action plan for 2021/22 will be created by the Development group to set out what will be refreshed this year. It is proposed that up to 2 key health and wellbeing topics each year will have in depth needs assessments as part of the JSNA process. Data briefings or profiles will be created for up to 3 topics this year. Open data via Local Insight will be added to the JSNA platform to allow users to more readily access local data and intelligence. Rapid reviews and data summarise will continue to be included on the JSNA platform.

2.14 Exact topics to be included for each year will be determined based on Board and partner priorities via the Development Group.

2.15 A refresh for the Community Board profiles will be conducted in 2021/22 to facilitate the Boards' understanding their local health needs.

Consultation and communication

3.1 Prior to the COVID-19 pandemic, the JSNA Development Group set out plans for refreshing the JSNA. Those plans have been edited in light of the COVID-19 pandemic and its impact on our ways of working and local health and wellbeing priorities. These proposals therefore consider our current strengths and opportunities to improve the process and presentation of the JSNA as started by the Development Group. We have looked at JSNAs from other areas, drawing on best-in-class exemplars for how best to develop and present the JSNA.

3.2 These proposals seek to ensure the JSNA provides evidence for how best to achieve the Strategy action plan and to identify and mitigate the risks of new and emerging threats to health and wellbeing.

Next steps and review

4.1 Subject to Health and Wellbeing Board approval of our approach, our immediate next steps are to:

- Convene the JSNA Development Group with representatives from Buckinghamshire Council public health, adult and children's social care, Business Intelligence, the CCG and HealthWatch. Representation from other directorates in the Council and other organisations may be co-opted as required.
- Agree a workplan for 2021/22 and beyond, with the proposed number of chapters providing the initial basis for the plan.

Background papers

None.