

Adult Social Care and Public Health Policy and Scrutiny Committee

Date:	21 st March 2022
Classification:	General Release
Title:	Refreshing the Joint Strategic Needs Assessment Process
Report of:	Director of Public Health
Cabinet Member Portfolio	Cllr Tim Mitchell, Cabinet Member for Adult Social Care and Public Health
Wards Involved:	All
Policy Context:	The Joint Strategic Needs Assessment process strengthens strategic planning, ensuring City for All and the Health and Wellbeing Board strategy and priorities are developed based on a shared understanding of local need.
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1. Executive Summary

- 1.1. The Joint Strategic Needs Assessment (JSNA) is the process by which we understand local need and develop local evidence-based strategies and initiatives which will improve residents' health and wellbeing, and reduce inequalities.
- 1.2. The production and publication of a JSNA is a joint statutory requirement on Local Authorities and NHS, with the process being overseen by the Health and Wellbeing Board.
- 1.3. The JSNA is not a single product. It includes a suite of resources which makes local data and intelligence accessible to a range of stakeholders, including the council, health partners, voluntary organisations and residents.
- 1.4. It is the action derived from this local understanding, which informs procurement and strategic development, and will ensure we deliver the right services and activities for our residents.

2. Key Matters for the Committee's Consideration

- 2.1. The Joint Strategic Needs Assessment process is to be reviewed in conjunction with the refresh of the Health and Wellbeing Strategy. In advance of a proposal being taken to the Health and Wellbeing Board in May 2022, the Policy and Scrutiny Committee are invited to consider and contribute to the revised approach to delivering Joint Strategic Needs Assessments.

3. Background

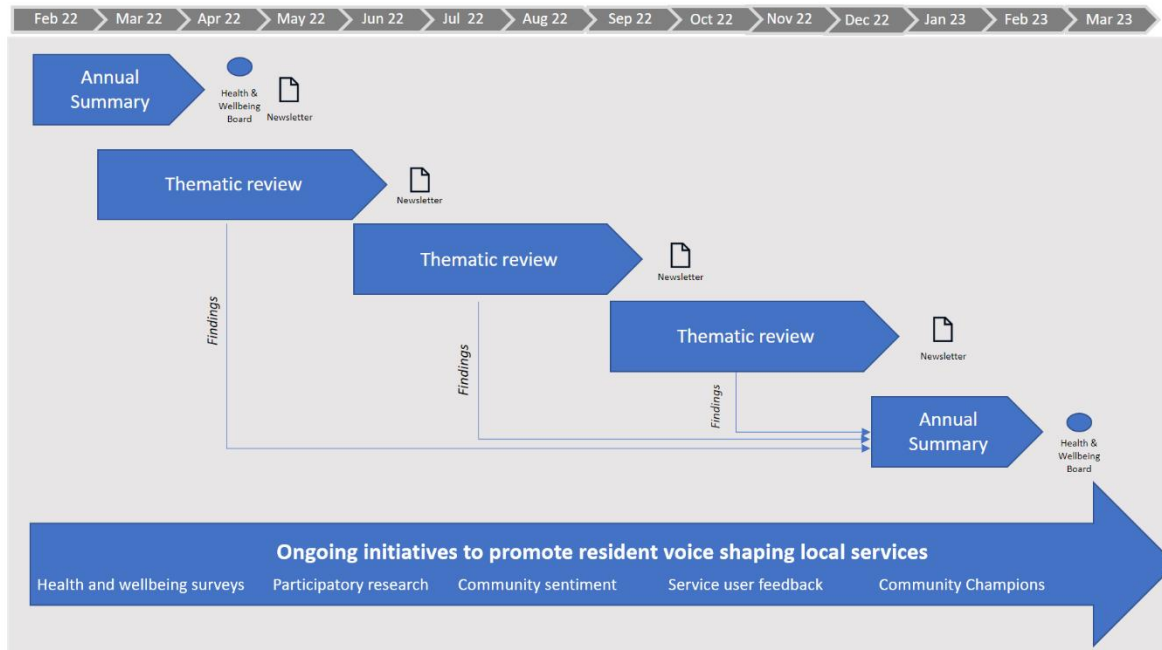
- 3.1. Joint Strategic Needs Assessments (JSNAs) were introduced in 2007, and are the means by which local leaders work together to understand and agree the needs of our population. In the City of Westminster, the JSNA work programme is managed by the Public Health team in collaboration with key partners across the local health and care system, and exercised through the Health and Wellbeing Board.
- 3.2. The production and publication of a JSNA is a joint statutory requirement on Local Authorities and NHS Clinical Commissioning Groups (CCGs). It is anticipated that the statutory requirement on the CCGs will change to Integrated Care Boards when the current Health and Care Bill is given Royal Assent and becomes law.
- 3.3. The JSNA is a programme and a process not just a product or a report. They are not an end in themselves, and the core aim is to develop local evidence-based priorities which will improve residents' health and wellbeing, and reduce inequalities. Local areas are free to undertake JSNAs in a way best suited to their local circumstances – there is no template or format that must be used.
- 3.4. Health is a resource impacted by a range of factors. Solutions are complex, and need to address the wider social, economic and environmental determinants which shape our health and wellbeing. To develop our understanding, we look to include all available resources, including user experience, local assets, and emerging evidence to build a comprehensive and inclusive understanding of need.
- 3.5. In addition to the JSNA process, there is an additional statutory requirement for the Director of Public Health to produce an independent annual report on the health and wellbeing of their local communities with a basis in epidemiological evidence. The Council are required to publish the report. In recent years this has been incorporated as part of the JSNA Programme, and while it will continue to be managed by the same team, it will not be a JSNA product. Recent Annual Reports have focussed on Youth Offending and Serious Youth Violence (2020), and the disproportionate impacts of the Covid19 pandemic (2021).

4. Joint Strategic Needs Assessment (JSNA) Programme

- 4.1. There has never been a better example of a whole system working together to understand need, harness the assets in the community, and target resources effectively than in our response to the Covid-19 pandemic. Every operational and strategic decision had data at its core. From examining areas of sustained community transmission in the City, understanding community sentiment around the vaccination hesitancy, through to investing in programmes which will address health inequalities.

- 4.2. It is therefore timely to use the lessons we have learnt, and the refresh of the Health and Wellbeing Strategy, to shape the future direction of the JSNA programme.
- 4.3. To be truly effective in the ambition to drive forward health improvements in our resident population, we need to ensure data is reliable, relevant and timely.
- 4.4. The refined approach will focus on developing a suite of succinct, visual and timely products that will directly inform strategy development and commissioning plans. The refreshed approach will bring the following enhancements:
 - **Collaboration**
Taking a whole system approach, driven by a clear agreed vision that will facilitate cross sector discussions, joint understanding of need, agreement of priorities, and joint programmes of work. For example, we are key partners of the North West London Population Health Management (PHM) Development Programme which supports systems to improve health outcomes for selected local population cohorts through the real-time application of advanced analytics and intelligence-led care design.
 - **Strategic alignment**
With prevention at its core, and supported by an annual Westminster story highlighting system level learning, we will ensure topics for thematic reviews are aligned with the Health and Wellbeing Strategy, City for All and the Integrated Care Partnership procurement exercises and strategic priorities.
 - **Timely delivery**
It is our intention to provide thematic reviews in a much quicker timeframe than previously has been possible. This will enable more timely alignment with local decision-making processes, and more capacity to cover more topics over the year.
 - **Routine engagement**
Working with the newly developed Communities directorate and Healthwatch, we will ensure resident voice, community sentiment and service user feedback is routinely gathered and incorporated into the JSNA.
 - **Inequalities**
Working with Innovation and Change, we will build our knowledge to understand and respond to local health inequalities and develop solutions to enable the health and wellbeing system to more effectively target those with the greatest need.
 - **Communication**
Our ambition is to drive forward improvements by making the JSNA more readily accessible and available to key decision and policy makers. This will include newsletters and a review of the JSNA.info website where all published reports are housed.
- 4.5. A summary of the JSNA process is outlined below.

Annual Joint Strategic Needs Assessment Process



- 4.5 Every three years, there is also the statutory requirement to produce a Pharmaceutical Needs Assessment (PNA). The PNA, which is currently being refreshed, is a market analysis of local pharmaceutical needs and services and is delivered as part of the wider JSNA Programme.
- 4.6 The revised programme will be present for discussion and sign off at the Health and Wellbeing Board in May 2022, alongside the first draft of refreshed Health and Wellbeing Strategy

If you have any queries about this Report or wish to inspect any of the Background Papers, please contact Report Author
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For any supplementary documentation; especially from external stakeholders or documents which do not fit this template.

This section is for any background papers used to formulate the report or referred to in the body of the report.

[JSNAs and JHWS statutory guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk)