

Joint strategic needs assessment (JSNA) leadership group

Minutes of meeting 8 June 2017, County Hall, Preston

| Present | |
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| Sakthi Karunanithi (chair) | Director of public health and wellbeing, Lancashire County Council (LCC) |
| Mike Kirby (deputy chair) | Director of corporate commissioning, LCC |
| Jamie Carson (deputising for Gary Hall) | Deputy chief executive, Chorley Council |
| Tony Crook | Group manager, Lancashire Fire and Rescue |
| Amanda Hatton | Director of children's services, LCC |
| Jason Newman | Head of Performance and Delivery NHS East Lancashire CCG |
| Christina Shorrock (deputising for ACC Mark Bates) | Early action, Lancashire Constabulary |
| Sarah Swindley | Chief executive, Lancashire Women's Centre |
| Sheralee Turner-Birchall | Chief executive, Healthwatch Lancashire |
| Mike Walker | Information, intelligence, quality and performance manager, LCC |
| Donna Gadsby (minute taking) | JSNA research officer, LCC |
| Jessica Moore | Graduate, LCC |
| Apologies | |
| Cllr Graham Gooch | Cabinet member for adult services, LCC |
| Gary Hall | Chief executive, Chorley Council |
| Cllr Vivien Taylor | Cabinet member for health and wellbeing, LCC |
| Michael Wedgeworth | Chair, Healthwatch Lancashire |

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| 1 | Welcome, introduction and apologies | Action |
| | SK welcomed everyone to the meeting, the group introduced themselves. | No action. |
| 2 | Minutes of the August 2016 meeting | Action |
| | <p>The minutes of the last meeting were reviewed.</p> <p>SK acknowledged the action points regarding recruitment of members to the group had been completed.</p> <p>SK outlined the statutory requirement of the JSNA and the responsibility of the health and wellbeing board. MW confirmed the terms of reference for the leadership group and STB advised she was happy to be on the leadership group, and was willing to take actions forward to the health and wellbeing board.</p> <p>The minutes were accepted as an accurate representation.</p> | No actions outstanding. |
| 3 | Update from third sector | Action |
| | <p>SS introduced herself to the group. SS gave a brief overview of the third sector in Lancashire, discussing the relationship with the local authorities and how they are supporting many other voluntary organisations at a grass roots level. SS also outlined how they are looking to drive expansion and incorporate more commercial opportunities into their work.</p> <p>SS and the group acknowledged how far the third sector has developed in Lancashire and how they are represented on many boards. SS confirmed she is involved in many system leadership groups and is using the networking opportunities to develop the third sector presence further. SS suggested there should be a transparent way to elect people to sit on these groups.</p> <p>SS emphasised the importance to the third sector of intelligence-led evidence and data, identifying gaps and looking at what the data says. The information flow between the sectors needs to be two-way, with meaningful dialogue, and this should apply across the STP, local delivery plans and other transformations.</p> | No actions. |

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| <p>SK agreed that the JSNA intelligence is only relevant if it's used. SS confirmed she used it to create bids and how it gives credibility to this and other processes. MW encouraged partners to identify the gaps in the intelligence offer and to contact Business Intelligence if anything extra was needed.</p> | | |
| <p>4</p> | <p>Linking JSNA to the Lancashire South Cumbria change programme and the public services reform programme</p> | <p>Action</p> |
| <p>SK confirmed the requirement of a 'joint' strategic needs assessment, which is not just about the county council, but includes partners across the county.</p> <p>SK identified the two parts of a JSNA: a source of data/intelligence, which is constantly updated and also thematic projects, which drill down into further detail into a particular area of interest.</p> <p>SK advised that the context for the JSNA is changing, particularly with the STP and other transformations and it is important to consider how to make best use of the JSNA platform and projects.</p> <p>The JSNA data and intelligence can be remote, and commissioning and service delivery are not always connected to the JSNA. SK invited a discussion around how to take the JSNA to the sustainability and transformation plan (STP), also asking what has/hasn't worked in the process.</p> <p>JC asked whether the JSNA approach is similar across the Lancashire and South Cumbria STP footprint. MW stated they were broadly similar and there are joint public health/JSNA connections. He confirmed both Lancashire and Cumbria are working together to produce profiles for Morecambe Bay CCG. Although there is not a lot of data for the STP footprint at present MW advised it was starting to emerge, although it's a complex area to work on as it incorporates parts of Yorkshire. This could present challenges as it's another audience and new sets of data for analysis. SK confirmed the initial responsibility for the JSNA rested with the county council; however it is now broader as it incorporates the NHS, local authorities, public health and other groups, and this is relevant in the context of the STP.</p> <p>AH indicated that Blackpool's JSNA is much more web-based and uses more local data. SS added there is the potential to use data to</p> | | |

drive commissioning priorities and the STP will provide opportunities for this.

AH asked whether the JSNA is being used for commissioning, such as children looked after data, or substance use by parents for example. MW said it was, however, due to the Ofsted involvement in children's services, Business Intelligence was unable to maintain online content, although this would be rectified and the gaps identified. AH offered MW support to identify and address the gaps.

AH commented that there was a lot of outcome data, but not a lot of performance data. SK asked whether this would be useful, the group agreed it would. MW added the web platform is flexible in this respect. The thematic JSNAs are usually one-off pieces of work and the working-age population (WAP) is one example, while the neighbourhood intelligence is more of a strategic tool. It is possible these and/or future projects can be developed to incorporate performance data.

STB advised Healthwatch has a lot of intelligence that potentially contradicts other sources, giving the example of digital inclusion (IT in GP surgeries) and identified the opportunity of linking their work to the JSNA and understanding how it feeds into other organisations. STB further commented that we haven't worked out how to share information/data/intelligence that shows an impact or is based on performance measures and this would be useful.

SK commented a lot of data is quantitative, such as datasets from the Office for National Statistics, but qualitative data is not as readily available and agreed with STB that we need to link with other organisations. SK asked the group whether it would be possible to get more performance data.

JC confirmed that district councils do have a lot of statutory and non-statutory data which could be valuable for the JSNA, but the inherent difficulty is extrapolating and obtaining the data. MW confirmed that data can be obtained from national sources but unless there is a service level agreement in place, there is not always consistency in data collection from districts. TC suggested linking to the Lancashire Road Safety Partnership, which produces a quarterly report of key findings and AH suggested links to safeguarding boards.

AH and MW to liaise.

SS felt an open source dataset would be useful to allow people to access data for their own analysis. MW confirmed there was an [open data](#) platform on [Lancashire Insight](#) (LI).

JN confirmed that the CCG use the commissioning support unit (CSU) prolifically and sharing agreements need to be there for other partners, particularly in light of the STP and the local delivery plans (LDP). SK stated that we don't have access to the CSU data, but felt it would be helpful to acquire this and meld it with our data/intelligence.

CS asked what data came from the police and MW confirmed that the [Multi-Agency Data Exchange](#) (MADE) had a wealth of data from the police, fire and ambulance services. It provides two platforms – one for partners and one for the public, which is password protected CS asked whether it included a marker for mental health, as from a prevention perspective this would be a red flag. CS emphasised how important this would be as approximately 80% of police time is taken up dealing with mental health and/or substance use issues.

SK suggested the JSNA needs to be more relevant, granular and specific and sensitive to local geographies, it also needs to link better with the NHS/CSU.

JN asked whether a data audit would be possible, identifying what is out there, then broker a deal to share this. Questions were raised as to what the data would be used for. MW advised that as LI is in the public domain some data would not be available on the platform.

SK commented the intelligence is needed to identify best practice and also for evaluation purposes, which could potentially be a starting point. MK felt a sensible audit of intelligence and what was needed to develop the county council's activity would be useful. He reiterated STBs comment that doing it at an individual organisational level means there is often contradictory information/data.

SK asked whether the group would be okay in taking this forward as a focused piece of work, acknowledging this would be a big undertaking. SK noted he would speak to MW about this after the meeting. AH stated she would be meeting with other directors/safeguarding boards and would be willing to discuss this.

SK and MW to liaise.
AH to take forward.

No further comments or changes were identified or suggested.

| 5 | Working age JSNA | Action |
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| | <p>DG introduced SS as the project sponsor for the working-age population (WAP) JSNA and presented the main findings. This thematic JSNA focuses on those aged 16-64 in Lancashire-12. The main priorities to emerge, which support the residents of Lancashire are:</p> <ul style="list-style-type: none"> • reduce unemployment and worklessness; • improve skills and development; • lifelong learning and education; and • improving physical and mental health. <p>The recommendations are grouped around three themes of healthy people, healthy spaces and healthy workplaces. The final report, which contains the recommendations will be supplemented with a number of reports including lifestyle, long-term conditions and adults 50+.</p> <p>AH asked how the troubled families fitted into the WAP DG confirmed the link was to do with workless households. TC questioned whether there was any data around people living alone. DG indicated that the Census 2011 provided district-level data around one-person households and agreed that this would be added to the WAP.</p> <p>MK asked whether the data for social care was available, and how many people access a care package. Not all people will receive a social care package from LCC, therefore any data we do have will provide a minimum figure. MK further suggested a scrutiny of care package by type and disability as a snapshot. DG advised this had not been identified by the project group.</p> <p>SS asked what the next steps are for the JSNA and the recommendations once they have been through to the health and wellbeing board (HWB). Comments were made around making the HWB more responsive, with a commitment to work to an action plan incorporating the recommendations. JC added that a potential issue is that an identified priority in the JSNA may not be considered a priority among other competing issues.</p> | <p>DG to add one-person households to WAP JSNA profiles.</p> |

| 6 | Neighbourhoods intelligence JSNA | Action |
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| | <p>JM presented the neighbourhoods intelligence (NI) interactive tool to the group and worked through a demonstration, exploring several of the themes, which included:</p> <ul style="list-style-type: none"> • adult social care; • children and young people; • community safety; • health and wellbeing; and • lifestyle. <p>JM reiterated the visual impact of the tool and the ability to use the findings to create a 'story of place' for an area (down to ward level). JM outlined the use of Mosaic demographic profiling to support the NI.</p> <p>JM advised feedback to the tool from the wider stakeholders was overall very positive, with people particularly liking the visual elements. SK asked whether there was risk stratification incorporated into the tool JM confirmed there was not. SK suggested looking at the CSU pyramid of risk to identify where vulnerable people live.</p> <p>JN questioned whether it was possible to attach other documents, such as assets in a community. JM confirmed it had been suggested this would be useful to accompany the data. JN also asked whether 'next steps' and guidance would be added to the dashboard. JM said this was possible.</p> <p>SS asked if the tool was not linked to live data how would it be refreshed, or be dynamic? MW advised it would need more technical expertise in application program interface (API), which is not available in Business Intelligence. A benefit of the tool is the ability to use time series data for forecasting, but real time data could be problematic.</p> <p>SK asked whether performance data can be used. MK suggested collecting details of interventions – what works, where, how and why. SK mentioned Fylde Coast were able to provide data in almost real time.</p> | <p>DG to send NI link round to the membership group.</p> |

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| 7 | 2017/18 work programme | Action |
| <p>The group agreed the JSNA should be guiding further activity and SK questioned whether two projects should be chosen each year and should the aim be to get the best value out of the JSNAs. AH felt it was important to make the NI work better and incorporate more data, such as child and adolescent mental health services (CAMHS) and multi-agency safeguarding hub (MASH). JN suggested housing and air quality would be useful, although there are different ways of capturing the data depending on the district. SK mentioned involving the HWB to develop to the NI tool further.</p> <p>JN stated the 'so what?' for the recommendations was important and it would be useful to establish a way of taking them forward. SK suggested action planning from the HWB would be helpful – asking member organisations to come up with actions around the WAP for example, so it doesn't sit on a shelf unused.</p> | | No actions |
| 8 | Draft report to Health and Wellbeing Board | Action |
| <p>Linking into the previous agenda items (5-7) an action for the HWB would be to look into ways of making data and recommendations more useable.</p> <p>SK reiterated the use of the data/intelligence to develop services and service delivery. MK suggested further work was required to guide activity from recommendations and proposed this should be considered further by the HWB. SS felt a commitment from the HWB to consider this was important. The group agreed these comments should be taken to the HWB.</p> <p>There were no further comments on the draft report to be presented to the HWB.</p> | | MW to present the group's comments to the HWB meeting. |
| 9 | Any other business | Action |
| <p>SK suggested that the next meeting should take place within the next three months, after the HWB. This would enable the leadership group to be used as a tool for accountability.</p> <p>No other business was raised. SK thanked people for their attendance and the meeting closed at 4.05pm</p> | | DG to send Doodle poll. |