

Report of: Mike Eakins, Head of Policy, Leeds City Council

Report to: Leeds Health and Wellbeing Board

Date: 09 November 2023

Subject: Joint Strategic Assessment 2024 – early direction and scope

Are specific geographical areas affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of area(s):		
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, access to information procedure rule number:		
Appendix number:		

Summary of main issues

- Leeds City Council and the West Yorkshire Integrated Care Board have an equal and joint statutory requirement to produce a Joint Strategic (Needs) Assessment – working together through the Health and Wellbeing Board.
- The purpose of the JSA is to assess current and future health and social care needs in Leeds to inform the Health and Wellbeing Strategy, specifically to shape priorities, inform commissioners and guide the use of resources as part of commissioning strategies and plans for the city.
- Oversight of production of the JSA will come through strong partnership arrangements, co-ordinated primarily through the convening of a cross-organisation, cross-sector sounding board made up of key stakeholders. This group of colleagues will aim to ensure the JSA is reflective of emerging evidence and latest priorities across the system – reflecting in the broadest sense on the wider determinants of health which affect outcomes for citizens in Leeds.
- Effort will be made to achieve a more ‘real-time’ and integrated approach to the 2024 JSA, which alongside providing a point-in-time snapshot, also develops into a tool which can be used more easily on an ongoing basis by commissioners and

practitioners, and which is reflective of the system's population health management focus.

- The aim is for the work to conclude in summer 2024, with Health and Wellbeing Board being involved and kept updated throughout. At this meeting, the Board will receive a brief presentation outlining the proposed approach to producing the JSA. Initial findings and emerging/likely headlines will be presented to the Board in March 2024.

Recommendations

The Health and Wellbeing Board is asked to:

- Consider the proposed approach to the JSA 2024.
- Provide a steer on the proposed focus, including on stakeholder engagement and partnership working.
- Agree to receive a further report outlining emerging headlines and potential further lines of enquiry in March 2024.
- Encourage wider engagement with and contributions to the JSA development process.

1 Purpose of this report

- 1.1 The production of a Joint Strategic (Needs) Assessment (JSA) is a joint statutory responsibility between Leeds City Council (LCC) and the West Yorkshire Integrated Care Board (WY ICB). The JSA is intended to inform the Leeds Health and Wellbeing Strategy and wider strategic planning, shaping priorities and guiding the use of resources as part of commissioning strategies and plans for the city, by understanding the core drivers of health and wellbeing.

This paper sets out the proposed approach to producing the next JSA by summer 2024 and seeks Health and Wellbeing Board's endorsement of this direction, planned engagement and oversight arrangements.

2 Background information

- 2.1 The shared statutory requirement is for LCC and the WY ICB to ensure the JSA remains relevant and up-to-date, and in Leeds we have established a regular cycle of reviewing and refreshing the JSA every three years.
- 2.2 Since 2015 we have tried to look beyond narrow health needs assessments (although these remain an important component), extending our analysis to better understand the wider determinants of health and wellbeing. This is why we have dropped 'Needs' from the title and given equal attention to looking at opportunities and shaping interventions, building on the strengths and assets which exist in the city and its communities. There remain opportunities to push further in this direction for the 2024 version.
- 2.3 The above approach was consolidated further in 2021 – significantly expanding the range of issues considered, using a life course approach to structure the analysis, and drawing out a range of policy implications for further consideration. This enabled the JSA to provide fuller coverage across the three pillars of the Leeds Best City Ambition – health and wellbeing, inclusive growth and zero carbon. Since 2021 further work, not least towards Leeds becoming a Marmot City, has re-emphasised the importance of this approach and will likely present opportunities to strengthen it again for 2024 onwards.
- 2.4 For many years we have taken a partnership approach to the oversight of the JSA, with cross-council colleagues and partners from the WY ICB (previously from the CCG) and Third Sector helping to shape the work. In 2021, we built on this further by establishing an informal sounding board to oversee and contribute to the work, something we are proposing to repeat for 2024.
- 2.5 The JSA is currently hosted on the Leeds Observatory as a way to signpost potential users to the geographic and thematic profiles hosted on the website. However, while the Observatory does provide interactive, up-to-date analysis in several relevant areas, in narrow terms the current JSA is a static document rather than an interactive platform. We have a longstanding ambition to change this, making the JSA more 'real-time' in its provision of key demographic, socio-economic and health trends in Leeds. Since 2021 we have also seen the

development of new tools like the Leeds Social Progress Index, and the expansion of the Leeds Office of Data Analytics – both offering further opportunities to strengthen the shape and impact of our JSA.

3 Main issues

3.1 Building on learning gained from previous iterations of the JSA and recognising the priorities for its future development, some of which are outlined above, the sections below detail an outline proposal for development and delivery of the JSA 2024.

Early priorities for the 2024 JSA

3.2 A range of discussions have already taken place, including with Health and Wellbeing Board and Partnership Executive Group (PEG) members, about early planning for the next JSA and some key priorities have already emerged. These can be summarised as making the JSA:

- More **accessible** – making better use of digital tools and platforms to broaden insights and enable people to interrogate the data themselves.
- More **balanced** – bringing in qualitative analysis to add richness and lived experience alongside the data, and pushing further on inclusion of strengths/assets alongside needs.
- More **integrated** – further developing the JSA to align with the system’s population health management focus (building on our life course approach from 2021), enabling a clearer and more direct journey from analysis to prioritisation of resources and the development and evaluation of practical interventions.

3.3 In seeking to achieve the above in its fullest sense, it may be sensible to take a different approach to producing JSA ‘products’, broadening out from providing only the static point-in-time report and adding more innovative digital tools alongside this. The sounding board will be asked to advise and inform these considerations over the coming weeks and months.

3.4 This JSA will also need to be reflective about the impact of the Covid-19 pandemic on the city, going much further than the brief introduction and headline analysis included in 2021. Clearly, this matter will need to be handled carefully and intelligently with the impact not being uniform across policy areas included. Advice from the sounding board and data analyst colleagues will be crucial in doing this well.

Oversight and approach

3.5 Strong engagement with a broad set of stakeholders will be key. As highlighted above, it is envisaged that a sounding board will be convened to ensure opportunities to input and shape the work are provided to the full range of relevant

partners. This approach will also enhance our ability to grow engagement with the JSA findings once the initial work is complete. The group would include:

- Health Organisations – WY ICB, LTHT, LYPFT, LCH, Local Care Partnerships rep and Healthwatch.
- Third Sector partners – both specific to health and wellbeing, but also more broadly looking at wider socio-economic determinants.
- Universities / Leeds Academic Health Partnership – building on wider collaborative work at a city-level and embedding the JSA as part of our wider research agenda.
- LCC representation from Health Partnerships, Public Health, Economic Policy, Children and Families and Adult Social Care.
- Leeds Office of Data Analytics

3.6 The day-to-day production of the JSA will also be a partnership effort, with a practitioner group drawn from across the council and health partners. Regular engagement with sounding board members and others will be built into the process to ensure the work properly reflects the city's communities and that the voices of Leeds people are recognised in the final products. This approach will also enable connected work to be better integrated into the JSA – for example, drawing on analysis being undertaken as part of the Marmot City programme.

3.7 The analysis will benefit from an accelerated start with the hosting of a JSA Hackathon in mid-December 2023. Detailed plans for this event are currently being developed.

Anticipated outputs

3.8 While still early in the development of the next JSA, it would be valuable to receive Health and Wellbeing Board's steer on the anticipated outputs/outcomes outlined below:

- **An updated Leeds JSA 2024 summary report** – including key headline analysis and policy implications.
- **An interactive online dashboard** – enabling users to interrogate more detailed underpinning data themselves and providing deeper opportunities to unpack geographic and/or demographic data.
- **A set of further lines of enquiry** – opportunities identified from the initial analysis to undertake deeper dives into specific issues or challenges, potentially forming a further research programme Health and Wellbeing Board may wish to direct.

4 Health and Wellbeing Board governance

4.1 **Consultation, engagement and hearing citizen voice**

4.1.1 This paper to Health and Wellbeing Board follows early written communication with the Partnership Executive Group and an initial informal discussion of the proposed sounding board.

4.1.2 Moving forward, there will be regular and ongoing engagement with Health and Wellbeing Board and other key stakeholders and partners. The Board will be kept updated on future plans which may include direct engagement with Leeds communities to enhance the qualitative evidence supporting the JSA, albeit at this stage we envisage this is more likely to come from drawing on existing material held and gathered by the partners involved in the work.

4.2 **Equality and diversity / cohesion and integration**

4.2.3 Given its core purpose the JSA naturally helps to identify inequalities, analyse trends and consider their impact on outcomes for people in Leeds. The work will inform future strategy and policy development and commissioning strategies as outlined in this report. Where appropriate the JSA will align to the work of the Leeds Tackling Health Inequalities Group and other relevant forums.

4.3 **Resources and value for money**

4.3.4 The analysis contained within the JSA 2024 will support strategy and policy development in Leeds, contributing valuable local intelligence to underpin effective commissioning decisions and therefore maximise the impact of resources available across partner organisations.

4.3.5 Work to produce the JSA will be undertaken 'in house' across our partnership as detailed in 3.5 to 3.7.

4.4 **Legal Implications, access to information and call In**

4.4.6 There are no access to information or legal implication arising from this report.

4.5 **Risk management**

There are no direct risk management implications arising from this report. This will be kept under review as work to produce the JSA progresses and issues will be escalated to the Board as required.

5 **Conclusions**

5.1 The JSA will again consider the wider determinants of health and wellbeing in Leeds. It will enable benchmarking of Leeds' performance against other local authorities while providing crucial local intelligence to support efficient and effective commissioning, strategy and policy development.

5.2 Production of the JSA will require strong ownership and input, co-ordinated primarily through a steering group of relevant partners. Similarly, maximising the

impact of the work will need high quality and widespread communication to encourage engagement with the findings. This will be supported by a refreshed approach to presenting the analysis, encompassing more 'real-time' and interactive final product(s).

6 Recommendations

The Health and Wellbeing Board is asked to:

- Consider the proposed approach to the JSA 2024.
- Provide a steer on the proposed focus, including on stakeholder engagement and partnership working.
- Agree to receive a further report outlining emerging headlines and potential further lines of enquiry in March 2024.
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7 Background documents

None.

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Implementing the Leeds Health and Wellbeing Strategy 2016-21

How does this help reduce health inequalities in Leeds?

The core purpose of the JSA dictates that it helps to shine a light on the nature of health inequalities in Leeds. The analysis produced will provide an up-to-date picture of strengths, assets needs and trends which can in turn inform the design and delivery of the refreshed Health and Wellbeing Strategy, supporting the vision to improve the health of the poorest the fastest.

The analysis will support work to draw out key policy implications and further lines of inquiry, which in turn can shape interventions which effectively target efforts to reduce health inequalities in Leeds.

How does this help create a high quality health and care system?

The findings of the JSA process can be used to design and deliver more effective services, community-led solutions, and to make improvements to the way the health and care system works together for people in Leeds. It is a fundamental evidence base for the Leeds Health and Wellbeing Strategy, and future commissioning strategies and plans.

How does this help to have a financially sustainable health and care system?

The JSA will again take a broader view, considering the wider determinants of health and wellbeing and assessing both the needs in the city but also the strengths and assets that exist to meet those needs.

Taking this holistic picture into account will support a more financial sustainable health and care system in the city, which recognises all the drivers of health and wellbeing and equips policy makers across organisations with the intelligence they need to make better decisions and implement more effective solutions.

Future challenges or opportunities

As highlighted in this paper there are a range of opportunities to strengthen the JSA, including through: provision of more real-time intelligence, lived experience perspectives, integration with other key work and initiatives etc.

Priorities of the Leeds Health and Wellbeing Strategy 2016-21	
(please tick all that apply to this report)	
A Child Friendly City and the best start in life	X
An Age Friendly City where people age well	X
Strong, engaged and well-connected communities	X
Housing and the environment enable all people of Leeds to be healthy	X
A strong economy with quality, local jobs	X
Get more people, more physically active, more often	X
Maximise the benefits of information and technology	X
A stronger focus on prevention	X
Support self-care, with more people managing their own conditions	X
Promote mental and physical health equally	X
A valued, well trained and supported workforce	
The best care, in the right place, at the right time	X