

# Briefing Paper: Establishment of a Joint Intelligence Board to Shape Place Delivery to Improve Health and Wellbeing

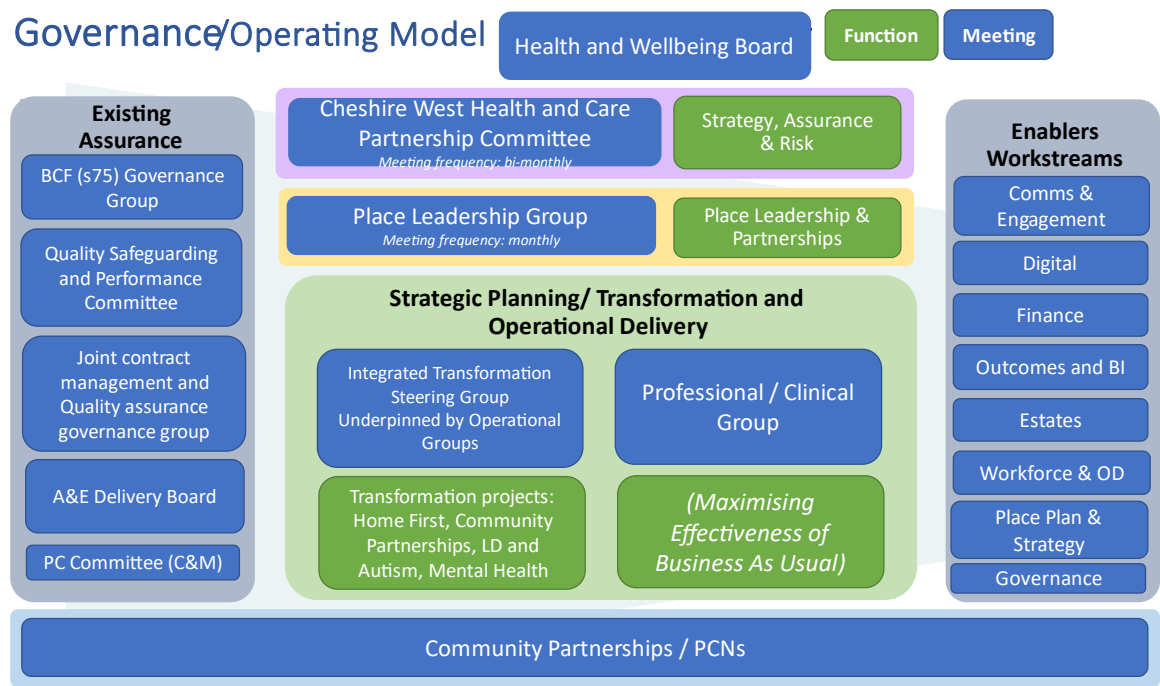
## 1. Background

Using data and insight to undertake intelligence-led decision-making and planning is essential to ensure system resources and services are effectively targeted to population groups and geographical areas experiencing poorer health and wellbeing to address inequalities. There are currently two intelligence forums operating across Cheshire West and Chester Place, which direct and manage delivery of intelligence products to support this function – the Outcomes and Business Intelligence Workstream of the Integrated Transformation Strategy Group and the Joint Strategic Needs Assessment (JSNA) Executive Board.

### 1.1 Outcomes and Business Intelligence Workstream

As figure 1 highlights, the Outcomes and Business Intelligence workstream is one of eight enabler sub-groups that support the Integrated Transformational Steering Group to deliver the Place Plan and improve population outcomes<sup>1</sup>. The workstream is chaired by the Director of Public Health and comprises representation from Cheshire and Merseyside Integrated Care Board (ICB), Cheshire West and Chester (CW&C) Council, NHS Trusts, and VCFSE organisations.

Figure 1: NHS Cheshire West Place Governance Structure 2024



The workstream facilitates collaborative working between system Business Intelligence Teams and provides oversight and support to progress intelligence requests from priority place programmes. This currently includes Home First, Community Partnerships, Mental Health, Learning Disability and Autism, and Cardiovascular Disease Prevention an agreed priority for 2025/26. The workstream is currently developing an Outcomes Framework Dashboard to monitor the impact of the Place Plan on improving levels of health and wellbeing and reducing inequalities in the local population.

<sup>1</sup> Cheshire West & Chester Council, NHS Cheshire and Merseyside ICB, Cheshire West Voluntary Action, Healthwatch Cheshire West (2024) Cheshire West and Chester Place Plan 2019-2026. Updated Spring 2024.

## 1.2 JSNA Executive Board

The current JSNA Executive Board was established in 2019 and provides strategic oversight and governance for the delivery of the JSNA work programme, in line with local priorities. The Board has senior leadership representation from CW&C Council, Cheshire and Merseyside ICB, Cheshire West Voluntary Action and Healthwatch Cheshire West and is chaired by the Director of Public Health. JSNA proposals are independently completed by the appropriate commissioning or service lead using a standard toolkit and proforma<sup>2</sup> and presented to the Board to review and provide technical advice. A task and finish group is subsequently established by the service lead to produce the JSNA, with periodic progress and emerging risks reported to the Board. All JSNAs have an SRO and governance route for sign-off and once completed are uploaded to a dedicated page on the Council Website for stakeholder access<sup>3</sup>.

The Board was stepped down in 2020 whilst system capacity was diverted to the management of the COVID-19 pandemic but was reestablished in 2023. However, over the last year, the Board has faced a number of challenges to progressing the JSNA programme. Changes in system architecture following the establishment of Integrated Care Boards, and implementation of public sector financial efficiency targets have led to a reduction in capacity and resources to support Board meetings, produce a forward plan and complete JSNAs. In recent years, the JSNA process has also become more detailed and lengthier, with production of assessments often taking in excess of a year to complete. Whilst the resulting products are comprehensive, their analytical and technical nature may not be entirely accessible to all audiences, to facilitate engagement in, and implementation of, key recommendations.

In acknowledgement of these issues, Cheshire West and Chester Place stakeholders attended a workshop in February 2024 to review the current JSNA structures and processes and agreed a number of recommended actions to shape a future approach. This includes:

- The current functions of the JSNA Executive Board and Outcomes and Business Intelligence workstream should be linked to streamline resource and ensure joined up, strategic delivery of all Place priorities.
- The refreshed Board should have a strategic focus to prioritise and oversee completion of an integrated workplan aligned to the Borough Plan<sup>4</sup>, Place Plan<sup>1</sup>, and joint commissioning plans. It would continue to be chaired by the Director of Public Health to maintain accountability to the Cheshire West and Chester Health and Wellbeing Board.
- To support streamlining of the Board, an operational group should also be established to oversee the development and delivery of intelligence products and provide ongoing peer support across work projects.
- Intelligence products should be produced in partnership with appropriate stakeholders including Elected Members, communities and residents with lived experience to incorporate their views, experience and needs into recommended actions.
- An annual forward work plan should be proactively produced to avoid system overload of duplicating or competing intelligence requests and enable prioritisation of projects in line with available capacity.
- The range of intelligence products should be extended beyond the current, resource-intensive JSNA format in line with commissioning, service, and stakeholder needs.

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<sup>2</sup> Cheshire West and Chester Council (2023) Joint Strategic Needs Assessment Toolkit.

<sup>3</sup> Cheshire West and Chester Council. Joint Strategic Needs Assessment (JSNA). Available at: [Joint Strategic Needs Assessment \(JSNA\) | Cheshire West and Chester Council](#)

<sup>4</sup> Cheshire West & Chester Council (2024) Play your part towards a stronger future. A Plan for the Borough: 2024-2028. Available at: [Council Plan 2020-24 | Cheshire West and Chester Council](#)

- Intelligence products should be developed in an accessible format such as an executive summary or bitesize briefing to communicate the key findings to diverse audiences to facilitate understanding and harness their support to implement recommended actions. Communication plans to disseminate intelligence products should be outlined within the initial proposals.
- Following completion of an intelligence product, an evaluation process should be implemented to monitor completion of the recommendations and actions by appropriate stakeholders.

These recommendations have been incorporated into the design of the joint intelligence structural arrangements and processes.

## 2. Aim and Objectives

To strengthen collaboration and create a unified process to generate actionable intelligence and insight that underpin and drive future system strategies, policies, and effective service delivery to advance the health and wellbeing of the Cheshire West and Chester population. The current Joint Strategic Needs Assessment (JSNA) Executive Board and Outcomes and Business Intelligence Workstream will be repurposed into a Joint Intelligence Board (JIB) and operational Joint Intelligence Group (JIG) to support this ambition. This will:

- Provide system-wide forums to share data, intelligence, information and learning by different organisations.
- Support effective flow of data, intelligence, and information between system partners to navigate data challenges and identify opportunities to improve data quality.
- Ensure commonality of methodology and consistent monitoring of key population and performance metrics between and within partner organisations.
- Identify and promote intelligence and needs assessments created by partner organisations where these impact on health inequalities.
- Identify and progress key data analysis and intelligence to shape our ambition and drive our approach to improve population outcomes and reduce inequality.
- Enable routine use of data and intelligence to shape future priority-setting, commissioning decisions, policy, strategy, service delivery and impact.
- Promote and disseminate joint intelligence products across system stakeholders to embed recommendations and actions within organisational plans and delivery.
- Ensure we have efficient use of our analytical workforce, with a joint set of principles and strong process to prioritise and have effective oversight of work.

## 3. Current Intelligence Delivery

There are currently three main intelligence resources operating across Cheshire West and Chester Place that support respective, organisational delivery. There is an opportunity to work more collaboratively and maximise the differing but complimentary skills of these to support the ambition set out above.

**3.1 The Insight and Intelligence (I&I) Team** within Cheshire West and Chester Council (CW&C) lead data collection, analysis, and interpretation to inform strategic decision making. The Team provides key insight, intelligence, and evidence to develop policies and strategies, design and improve services, and target resources where they will have most impact through a comprehensive work programme, including:

- Leading the Corporate Performance Framework and monitoring of the Borough Plan 2024-2028<sup>4</sup>.

- Delivering dedicated data analysis, performance monitoring and submission of statutory returns for education, early help and prevention, children's and adult social care services.
- Spatial analysis and mapping for corporate planning and decision-making.
- Population profiling such as the State of the Borough dashboard, Ward profiles, life expectancy report, Indices of Multiple Deprivation (IMD) analysis and segmentation using Acorn.
- Supporting Joint Strategic Needs Assessments, e.g. Starting Well, Sexual Health.
- Undertaking health needs assessments, audits and health impact assessments including the three-yearly Pharmaceutical Needs Assessment.
- Supporting research and evaluations.
- Leading the development and update of public health surveillance systems e.g. the National Child Measurement programme.
- Leading information governance and data sharing agreements.
- Quality assurance of data for local and national surveillance and reporting. This includes births, deaths, population estimates, and life expectancy.

Complementing the I&I function is the Public Health Team, who work in partnership to interpret data and evidence into actionable intelligence for policy development, service planning, and transformation. They have a specific Public Health skillset and technical ability to effectively interpret and synthesise information from a variety of sources into workable narratives to direct future action.

### **3.2 Cheshire and Merseyside Integrated Care Board (ICB) Business Intelligence Team** support Cheshire West Place and provide a range of NHS functions, including:

- Coordination of the Cheshire and Merseyside Business Intelligence Portal (BIP), which provides Power BI, Aristotle and CIPHA intelligence products under one system.
- Leading NHS performance information systems and generating reports to monitor provider activity, quality, outcomes, and finance, as well as capacity and demand forecasting to inform priority-setting, and operational decision-making.
- Population health management to support identification, segmentation, and evaluation of cohorts for targeted interventions and research.
- Risk stratification to identify the most vulnerable population groups at risk of adverse outcomes for service planning and delivery.
- Leading surveillance systems to monitor the impact of the Place Strategy.
- Population profiling for local priority setting and planning.
- Analytical support for deep dives to support service improvement.
- Supporting Joint Strategic Needs Assessments and needs assessments.

### **3.3 NHS Trust Business Intelligence Teams** including the Countess of Chester Hospital NHS Foundation Trust, Mid Cheshire Hospitals NHS Foundation Trust and Cheshire and Wirral Partnership NHS Foundation Trust. These lead data collection and analysis to inform operational decision-making, service improvement and innovation, including:

- Managing performance information systems and submission of statutory returns to monitor service activity, quality, outcomes, and finance.
- Service capacity and demand forecasting.
- Risk stratification for service planning and delivery.
- Undertaking quality assurance audits.
- Supporting research and evaluations.
- Analytical support for deep dives to support service improvement.
- Supporting Joint Strategic Needs Assessments and needs assessments.

Additionally, the Cheshire and Merseyside Provider Collaborative supports greater consistency of data quality and collation of additional data across NHS Trusts such as the intermediate care dashboard.

Whilst these three elements provide important intelligence functions to their respective organisations and wider system partners including the Office for Health Improvement and Disparities (OHID) and NHS England, they often operate independently. Therefore, there is an opportunity to work more collaboratively as a unified partnership to commission, deliver and discharge intelligence to drive system decision-making and planning.

#### 4. Unified Intelligence Arrangement and Process

A new arrangement and process will be established for developing and delivering a joint intelligence programme of work across the system to facilitate stronger collaboration across these three functions (figure 2). This will include collectively agreeing and delivering a programme of scheduled analysis, which is separated into three key workstreams:

1. **Performance information**, including the development and maintenance of dashboards for areas of joint interest, for example to support robust monitoring the impact of the Cheshire West and Chester Place Plan 2019-2026<sup>1</sup>.
2. **Population analysis**, including joint population health management projects, JSNAs and the Pharmaceutical Needs Assessment (PNA).
3. **Specific deep dives** to interrogate key joint priorities, which are driving local health inequalities and create actionable intelligence to guide appropriate responses to drive improvement for the Borough.

A joint annual analysis plan will be developed for these three workstreams.

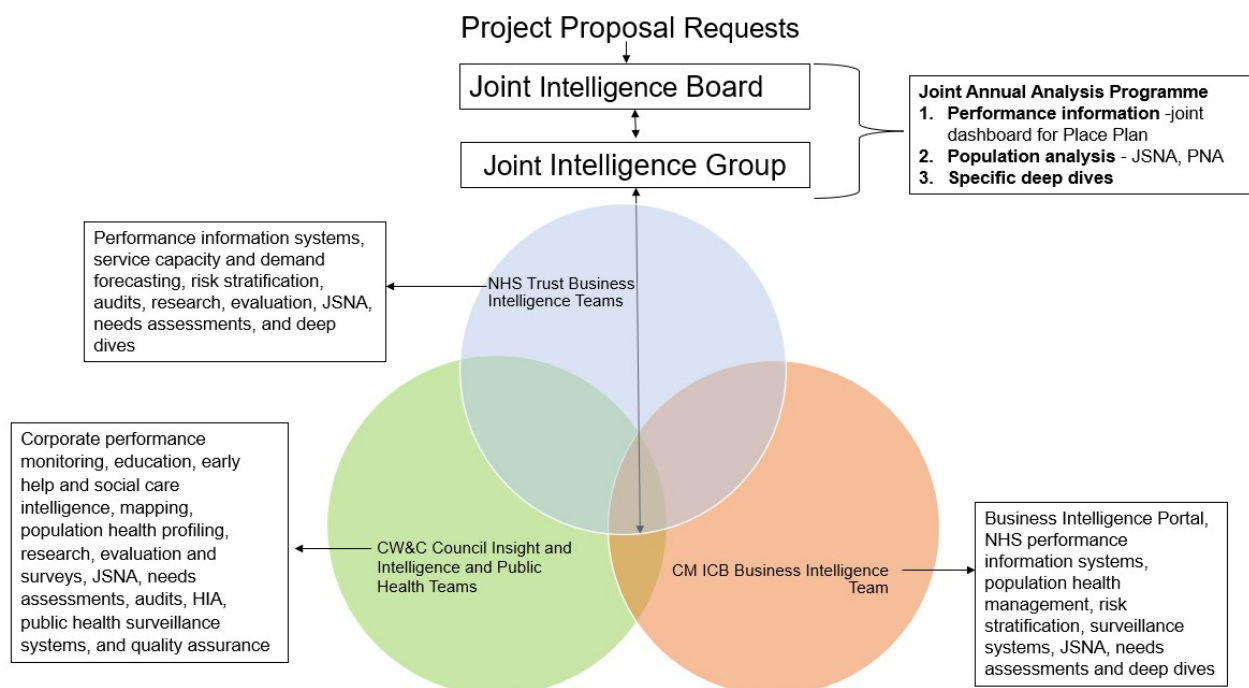
Harnessing the different skills, expertise, and competencies of the three intelligence elements will facilitate diversification of analysis and intelligence products from the traditional JSNA format in line with system needs, and the ability to marry research evidence, qualitative data, Acorn typology and statistical analysis with interpretation and direction. It will assist a deeper understanding of the inequalities experienced across the borough, how the Cheshire West and Chester population is changing, the socio-economic factors which influence the behaviour of the local population, and the impact of national and local policy to underpin system decision making.

This process will enable system partners to propose future projects which will feed into the analysis programme in line with the JSNA approach<sup>5</sup>. Individual leads will submit a short proposal using a specification template for a potential project to articulate why it is required, and how it will be applied in supporting system decision-making, planning and delivery. This will enable collective discussion of the data requirements and the required timeline to formulate the scope of the project, identify, and deploy the relevant combined resources required to deliver the work, and prioritise within the annual work programme. The project lead will subsequently collate the agreed project parameters into a standardised project initiation document (PID). Following delivery of the intelligence product, an evaluation follow up tool will also be utilised to assess completion of recommendations and actions.

#### Figure 2: Joint Intelligence Arrangement

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<sup>5</sup> Cheshire West and Chester Council. JSNA Executive Board. Terms of Reference.



A Joint Intelligence Board will be established to effectively manage and oversee the work programme. This will ensure wider stakeholder involvement and senior buy-in into the development, delivery, and communication of analytical pieces of work, and ownership and actioning of recommendations by composite organisations. The Joint Intelligence Board will be chaired by the Director of Public Health and comprise senior representation from CW&C Council, NHS Cheshire West Place, Healthwatch Cheshire West, Cheshire West Voluntary Action and NHS Trusts. Initial membership will include the following representatives to assist in setting up the joint intelligence structure, process and programme:

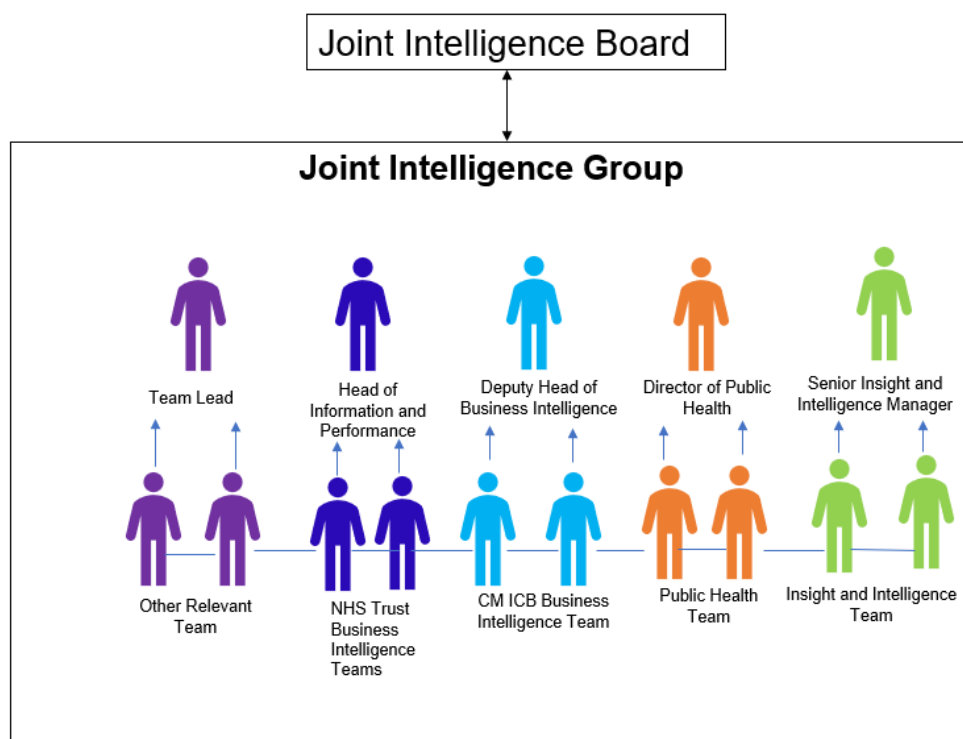
- Director of Public Health, CW&C Council (Chair)
- Place Director – Cheshire West Place, NHS Cheshire and Merseyside ICB
- Clinical Director, Cheshire West Place, NHS Cheshire and Merseyside ICB
- Executive Director of Children and Families, CW&C Council
- Executive Director of Adult Services, CW&C Council
- Assistant Chief Executive – Director of Transformation and Strategy
- Head of Service for Strategic Commissioning and Market Management, CW&C Council
- Director of Strategy and Partnerships, Cheshire and Wirral Partnership NHS Foundation Trust
- Director of Strategy and Partnerships, Countess of Chester Hospital NHS Foundation Trust
- Director of Strategic Partnerships, Mid Cheshire Hospitals NHS Foundation Trust
- Chief Executive, Healthwatch Cheshire West
- Chief Executive, Cheshire West Voluntary Action
- Consultant in Public Health, CW&C Council
- Senior Insight and Intelligence Manager, CW&C Council
- Programme Lead - Place Delivery, Cheshire West Place, NHS Cheshire and Merseyside ICB
- Deputy Head of Business Intelligence - East & West Cheshire & Wirral, Halton and Warrington, NHS Cheshire and Merseyside ICB

The Board will meet quarterly, and terms of reference (ToR) will be developed to outline its purpose, objectives, structure, processes and governance and the roles and responsibilities

of members. These will be reviewed and updated annually to encompass changes in system architecture or policy, ensure membership is appropriate, and the Board is working effectively. In line with the breadth of programme delivery, the Joint Intelligence Board will report to a range of governance bodies, including: the Cheshire West and Chester Health and Wellbeing Board for delivery of the Place Plan and JSNAs; the Cheshire West Health and Care Partnership Board and Integrated Transformation Steering Group for progress of the Place Plan workstreams; and the CW&C Council Senior Management Board and the NHS Cheshire and Merseyside ICB Senior Leadership Board for deep dive findings and recommendations, amongst others.

An operational Joint Intelligence Group will also be established as the enabler consortium to develop and implement the three key workstreams. As figure 3 demonstrates, this will be directed by the Joint Intelligence Board and utilise the three intelligence functions from the CW&C Council Insight and Intelligence and Public Health Teams, Cheshire and Merseyside ICB Business Intelligence Team and NHS Trust Business Intelligence Teams with other relevant system teams.

**Figure 3: Management for Joint Intelligence Group**



Each Team will continue to independently undertake their organisational intelligence programmes but will work collaboratively to deliver their respective elements of the joint work programme. In line with a matrix management approach, the current management arrangements of the respective Teams will be retained (figure 3). This arrangement will assist in balancing the commitments of the joint intelligence products with the wider programme delivery of the organisational functions.

The CW&C Council Consultant in Public Health and ICB Programme Lead for Place Delivery, Cheshire West Place will co-chair the Joint Intelligence Group on a rotational basis. A core group will be established to oversee the three workstreams (performance information, population analysis, and specific deep dives), which will draw on the support of a wider community of interest to deliver the agreed intelligence products. This will include:



### *Core Membership*

- Consultant in Public Health, CW&C Council
- Senior Insight and Intelligence Manager, CW&C Council
- Programme Lead - Place Delivery, Cheshire West Place, NHS Cheshire and Merseyside ICB
- Deputy Head of Business Intelligence - East & West Cheshire & Wirral, Halton and Warrington, NHS Cheshire and Merseyside ICB
- Senior Project Manager for Cheshire West Place, NHS Cheshire and Merseyside ICB
- Insight and Intelligence Portfolio Manager, CW&C Council
- JSNA Programme Lead - Public Health Intelligence Analyst, CW&C Council

### *Associate Membership*

- Public Health Intelligence Analysts, CW&C Council
- Economic Analyst, CW&C Council
- Public Health Strategy Manager, CW&C Council
- Public Health Programme Leads, CW&C Council
- Senior Analyst, NHS Cheshire and Merseyside ICB
- Head of Information Management and Business Intelligence, Cheshire and Wirral Partnership NHS Foundation Trust
- Associate Director of Data and Analytics, Countess of Chester Hospital NHS Foundation Trust
- Head of Information and Performance, Mid Cheshire Hospitals NHS Foundation Trust
- Senior Analyst, Mid Cheshire Hospitals NHS Foundation Trust
- Chief Executive, Cheshire West Voluntary Action
- Chief Executive, Age UK Cheshire
- Chief Executive, Cheshire Community Action
- Chief Executive, Citizen's Advice Cheshire West
- Chief Executive, Active Cheshire
- Representative to be agreed, other relevant third sector organisations
- Communication Manager, CW&C Council
- Senior Managers Strategic Commissioning, CW&C Council
- Strategic Commissioning Programme Manager, CW&C Council
- Commissioning Manager – Children's, CW&C Council
- Commissioning Leads, NHS Cheshire and Merseyside ICB
- Community and Engagement Project Officer, Healthwatch Cheshire West

Task and Finish Groups will be established to lead and deliver the different workstreams, drawing on the organisational data and knowledge, skills and expertise of different associate members. Additional members will be also co-opted into the community of interest on a topic-specific basis to progress individual pieces of work. This will include participation of people with lived experience, facilitated by Cheshire West Voluntary Action, to incorporate the views, experience and needs of residents. Training and learning opportunities e.g. webinars will be promoted across the Community of Practice to build capacity across partners and support programme delivery. The Joint Intelligence Group will report to and provide regular progress updates to the Joint Intelligence Board (figure 2).

## **5. Benefits of Joint Intelligence Approach**

- Better informed policy and strategy across the Cheshire West system.



- Integration of technical expertise, and specific skills to translate complex information into actionable insight for intelligence-led and evidence-based system decision-making.
- Establishment of a consistent and transparent prioritisation process to proactively develop a joint intelligence work programme, which is aligned to commissioning timescales and available resource.
- Cross organisational learning, sharing of best practice, and skill development.
- Standardisation – This process would support a solid, singular approach, with senior oversight, to commission, deliver and discharge intelligence across the Cheshire West system.
- Combined skills and expertise to enhance innovation and problem-solving capability to fully understand and address longstanding population issues.
- Governance – The process will be managed by a new Joint Intelligence Board and straddle existing partnership arrangements to ensure Cheshire West-wide working on key projects and resulting actions and provide assurance on effective use of resources and investment.

## 6. Risks to a Joint Intelligence Approach

Potentially limited capacity and competing priorities of the different organisations may inhibit implementation of a joint intelligence approach. In response, the new arrangement and process will be trialed during 2025-26 to generate learning for improved delivery. Process analysis will be undertaken by the Joint Intelligence Group to identify any arising issues, unintended or unforeseen effects and routinely reported to the Joint Intelligence Board under a standard agenda item at quarterly meetings. This will review:

- Timely delivery of intelligence products.
- Effective communication and partnership working across organisations.
- Effective leadership and matrix management approach.
- Potential barriers such as competing priorities or limited time.
- Governance arrangements with the Joint Intelligence Board.

## 7. Next Steps

The Joint Intelligence working structures will be established to initiate development and implementation of processes to deliver the current 2024-25 project commitments outlined in table 1 and agree key 2025-26 workstreams.

**Table 1: Current 2024-25 Cheshire West Work Commitments**

Joint Intelligence Component	Lead	Timeline
Ageing Well JSNA Series	CW&C Adult Social Care and Commissioning	October 2024 - March 2025
Special Educational Needs and Disabilities JSNA	CW&C Children's Social Care and External SEND Consultant	November 2024

Sexual Health Needs Assessment	CW&C Public Health	December 2024
Pharmaceutical Needs Assessment	CW&C Insight and Intelligence and CM ICB BI Teams	October 2024 - September 2025
Physical Activity Needs Assessment	Active Cheshire and Brio Leisure CIC	January 2025
Place Plan Outcomes Framework Dashboard	CM ICB BI Team	March 2025
Care Partnership Data Packs	CM ICB BI Team	March 2025
Village of 100 People Resource	CM ICB BI Team	March 2025
Cheshire West Key Data Principles	CM ICB BI Team	March 2025

The new arrangement and processes will be reviewed after the first year to inform a longer-term approach. The anticipated timeline for this is outlined in Table 2.

**Table 2: Joint Intelligence Processes and Products Timeline**

<b>Joint Intelligence Component</b>	<b>Timeline</b>
First meeting of Joint Intelligence Board	January 2025
First meeting of Joint Intelligence Group	February 2025
Joint Intelligence Board and Joint Intelligence Group Terms of Reference published	March 2025
Operational processes and products (specification template, PID, and evaluation tool) established	March 2025
Completion of 2024-25 projects	April 2025
Combined 2025-26 annual workplan published	May 2025
Quarterly reporting established	June 2025
First year review and process analysis report	April 2026