

Oxfordshire Health and Wellbeing Board

Thursday 24th September 2026

Oxfordshire Joint Strategic Needs Assessment 2026

Report by Director of Public Health and Communities

RECOMMENDATION

The Health and Wellbeing Board is RECOMMENDED to

1. Approve the proposed move from an annual comprehensive refresh model to a staggered thematic delivery model for the JSNA, aligned to Health and Wellbeing Board priorities and reporting cycles.
2. Approve the development and maintenance of a JSNA forward plan to guide future thematic updates and broader strategic assessments.
3. Note the continuing role of the JSNA Steering Group in supporting prioritisation, governance and future delivery of JSNA outputs.
4. Approve the proposed outputs and delivery timetable set out in this report.

Executive Summary

5. The Joint Strategic Needs Assessment (JSNA) provides a key evidence base for the Health and Wellbeing Board and supports understanding of the current and future health and wellbeing needs of Oxfordshire residents. The 2026 JSNA builds upon the development of the digital JSNA platform, interactive dashboards and supporting narrative reports introduced in previous editions.
6. As work on the 2026 JSNA has progressed, consideration has been given to how the JSNA can continue to evolve to better align with Health and Wellbeing Board priorities, reporting cycles and emerging intelligence needs.
7. The principal proposal contained in this report is that the Health and Wellbeing Board adopts a staggered thematic delivery model for future JSNA development and reporting.
8. The proposed model would move away from updating all JSNA content through a single annual refresh cycle. Instead, priority themes would be updated throughout the year, while retaining broader strategic assessments and overarching outputs that provide a county-wide view of health and wellbeing

need.

9. The proposed model aims to improve timeliness, support ongoing engagement with partners and ensure that the JSNA remains responsive to strategic priorities while maintaining a coherent and comprehensive view of need across Oxfordshire.

Exempt Information

10. This report does not contain exempt information and there is no requirement for the Health and Wellbeing Board to exclude the press or public during consideration of this item.

Background

11. The current JSNA consists of interactive dashboards alongside narrative reports and supporting analysis. The digital approach introduced in previous editions has improved access to information and enabled a broader range of users to engage with the evidence base.
12. Work on the 2026 JSNA initially focused on updating existing content, refreshing data, reviewing narrative content and incorporating additional subject areas. Proposed areas of further development include Inclusion Health, Homes and Health, and wider consideration of inequalities through a Marmot-informed approach.

Why a Revised Delivery Approach is Proposed

13. The current approach of updating all JSNA content through a comprehensive annual refresh has provided a clear annual publication cycle and remains valued by partners.
14. Recent experience has identified opportunities to align intelligence products more closely with Health and Wellbeing Board priorities and reporting cycles.
15. There is an opportunity to provide more timely updates on priority themes and emerging issues.
16. There is an opportunity to strengthen narrative interpretation alongside existing data and dashboard outputs.
17. There is an opportunity to increase engagement with partners and subject specialists throughout the year rather than around a single publication point.
18. There is an opportunity to make fuller use of the digital platform and dashboard infrastructure already in place.

19. Taken together, these factors support a move away from updating all JSNA content through a single annual refresh cycle. Instead, a staggered thematic delivery model is proposed, allowing priority areas to be updated throughout the year while retaining broader strategic reporting and annual overview outputs.

Proposed Future Delivery Model

20. It is proposed that the JSNA transitions from an annual comprehensive refresh model to a staggered thematic delivery model. Under this approach, priority themes would be updated and reported throughout the year according to an agreed forward plan rather than all content being refreshed simultaneously.
21. Priority themes will be updated according to an agreed forward plan which aligns with Health and Wellbeing Board priorities and reporting cycles.
22. Narrative reports will continue to accompany analytical products and thematic updates.
23. Interactive dashboards will remain the principal analytical platform for the JSNA.
24. Broader strategic assessments of population health and wellbeing need will continue to be produced to maintain a county-wide overview of health and wellbeing needs and inequalities.
25. Emerging priorities may be considered through established governance arrangements and brought forward where appropriate.
26. The intention is not to reduce the scope of the JSNA but to organise delivery in a way that allows priority information to be updated and published when it is most useful.

Proposed Outputs

27. Thematic reviews will provide focused updates on agreed priority themes aligned to the Health and Wellbeing Board forward plan.
28. Analytical dashboards will provide updated digital access to intelligence and supporting evidence.
29. Narrative reports will provide interpretation, context, and strategic relevance alongside analytical outputs.
30. Strategic overview outputs will provide periodic broader assessments of health and wellbeing needs and inequalities across Oxfordshire.
31. Supporting intelligence products may be developed to support agreed priorities where appropriate.

Governance

- 32. The JSNA Steering Group will continue to support the development and delivery of the JSNA.
- 33. The Steering Group will support development and maintenance of the JSNA forward plan.
- 34. The Steering Group will advise on thematic priorities and support alignment with Health and Wellbeing Board priorities.
- 35. The Steering Group will consider emerging intelligence needs and support partner engagement and contribution.
- 36. The Steering Group will support continuous improvement of JSNA products and outputs.
- 37. Recommendations regarding future thematic priorities will be considered through appropriate governance arrangements and brought forward for Health and Wellbeing Board consideration where required.

Delivery Timeline

- 38. September 2026:
 - a. Agreement of the future JSNA delivery model.
 - b. Agreement of governance arrangements.
 - c. Confirmation of the approach to forward planning and thematic delivery.
- 39. Autumn 2026:
 - a. Development of the forward plan.
 - b. Steering Group engagement and prioritisation activity.
 - c. Preparation of future thematic products.
- 40. December 2026:
 - a. Delivery of initial outputs under the revised approach.
 - b. Publication of agreed strategic overview outputs.
 - c. Delivery of agreed thematic updates aligned to Health and Wellbeing Board priorities.
- 41. Subsequent delivery schedules will be maintained through the JSNA forward plan.

Corporate Policies and Priorities

- 42. The proposed approach aims to ensure that the JSNA continues to provide a strong evidence base for Health and Wellbeing Board activity and supports strategic planning across partner organisations.

43. Closer alignment between JSNA outputs and board priorities will help ensure that evidence and intelligence are available at the point they are needed to support decision-making.

Financial Implications

44. There are no direct financial implications from this paper. Any additional budget requirements would be covered within existing budgets

Comments checked by:

Lucy Moore, Finance Business Partner ASC PH and Comms

Legal Implications

45. Local Authorities and Integrated Care Boards have joint responsibility to prepare JSNAs through the Health and Wellbeing Board and to publish the same. However local areas are free to undertake the JSNA in the way that best suits the local community: there is no specific template or format that must be used and no mandatory data set to be included.
46. Health and Wellbeing Boards are free to decide when to update or refresh the JSNA and need to be assured that evidence-based priorities are up to date so as to inform local commissioning plans.

Comments checked by:

Janice White, Principal Solicitor – ASC, SEND and Education

Staff Implications

47. The proposed approach does not alter the requirement for collaborative working across analytical teams, Public Health colleagues and partner organisations.
48. The revised delivery approach is intended to provide a more planned and sustainable approach to delivery by distributing activity throughout the year rather than concentrating updates within a single publication cycle.

Equality & Inclusion Implications

49. A core purpose of the JSNA is to improve understanding of inequalities and variation in outcomes across Oxfordshire. The proposed delivery model supports continued development of intelligence relating to inequalities and inclusion, including the proposed Inclusion Health work and continued

consideration of Marmot principles throughout the JSNA.

Local Government Reorganisation Implications

50. The proposed JSNA delivery model is intended to provide a flexible and sustainable approach to maintaining and updating the evidence base used by Health and Wellbeing Board partners.
51. The proposed delivery model is intended to support continuity of JSNA development and reporting during this period of organisational change by establishing a forward plan, maintaining governance arrangements through the JSNA Steering Group and embedding a more structured approach to thematic updates.
52. The proposed approach should also provide greater flexibility to review and adapt future reporting arrangements, priorities and governance structures as new organisational arrangements become established
53. No specific changes to JSNA content or reporting requirements are proposed at this stage as a direct consequence of Local Government Reorganisation. Any future implications arising from changes to governance, geography, responsibilities or partner requirements will be considered through future planning and delivery arrangements

Sustainability Implications

54. No specific sustainability or Climate Action implications have been identified at this stage. A Climate Impact Assessment is not considered necessary as part of this proposal.

Risk Management

55. Key risks associated with implementing the revised model include:
 - a. Maintaining consistency across thematic updates.
 - b. Ensuring effective communication of updated content.
 - c. Alignment between thematic priorities and wider strategic priorities.
 - d. Maintaining partner engagement and contribution.
 - e. Limited analytical, public health and/or partner capacity may affect the timing and consistency of JSNA thematic updates.
56. These risks will be mitigated through:
 - a. Publication and maintenance of a forward plan.
 - b. Continued oversight through the JSNA Steering Group
 - c. Common analytical, narrative and accessibility standards.
 - d. Ongoing engagement with Health and Wellbeing Board partners.

- e. Manage through the JSNA forward plan, Steering Group prioritisation, phased delivery and clear quality standards

57. A further risk is that stakeholders may interpret the revised approach as reducing the breadth or scope of the JSNA. This will be mitigated by continuing to produce broader strategic assessments and maintaining a clear county-wide overview of health and wellbeing needs.

Consultations

58. Development of the proposed approach has been informed by engagement with colleagues involved in previous JSNA development, Public Health colleagues, Strategic Insights colleagues and wider stakeholders.

59. Feedback has informed the proposed delivery model, governance

Annex: Nil

Background papers: Oxfordshire Joint Strategic Needs Assessment 2026 - Health and Wellbeing Board report, May 2026.

Contact Officer: Mubashar Rizvi, Senior Data & Insight Analyst
mubashar.rizvi@oxfordshire.gov.uk

September 2026