

Key issues and challenges:

- Being clear about what JSNA means to people and communities
- Clarifying what we mean by assets and what this does/ doesn't include e.g. community safety assets?
- Shifting from a deficits to an assets approach is difficult
- JSA needs to be bottom up if asset-based so you don't know what you are going to get!
- Asset-based JSNA is organic so we need to let it evolve!
- Look at where asset-based approaches are happening
- How do we capture the ABCD stuff that is happening locally in the JSA itself?
- Distinction between what you need to spend money on urgently and what you need to invest in (longer term) – esp in Public Health!
- How can we understand the causal links between things?
- How to influence CCG priorities/ decisions using the JSA?

Good practice, ideas and solutions:

- Leeds – “JSNA Plus...” so links with transport, poverty, etc....
- Capture different types of assets – skills, physical, community groups, etc
- Include community resilience as an asset – Leeds LA working with Leeds Uni re how to do this
- Leeds model will look at what needs to be understood and how these various things are weighted, e.g. volunteering vs public transport network in a given community?
- The Leeds model will improve understanding of how to measure impact/ changes
- ABCD project in Leeds with Gypsies and Travellers
- Kirklees JSA steering group has a good cross-section of stakeholders.
- Ongoing dialogue with District Committees/ Cllrs is important (esp re local insights, knowledge re assets, etc)

Key issues and challenges:

- Keeping surveys short
- Making them relevant to ‘young people’
 - who is a young person?
 - what’s the ‘cut-off’ age?
- Engaging with the ‘harder to reach’
- Recruitment! (often put out to tender)
- Getting feedback from services re: involvement, impact etc (‘you said..., we did...’)
- Getting services to really use the info

Good practice, ideas and solutions:

- Pitching invitations to different groups
 - only ask Qs specific to those groups
- Branding
 - keeping in touch, sharing findings and explaining involvement
 - wording – you’re part of something
- Reporting up the chain – top down approach to get feedback from services
- Mobile access
- Incentivise
 - points towards prize draw, got to be active to get points
 - vouchers
- Getting sign-ups via other surveys
- Join up and collaborate with other services/stakeholders/partners – avoids duplications and shares costs/resources

Key issues and challenges:

- Having the time to devote to it – increasingly busy!
- Having the resources (costs attached)
 - events like this are good because free/local but MRS stuff tends to be in London and v. expensive
- Research teams getting smaller and taking on additional roles/ responsibilities - diversification
- L&D focus recently has been non-research (e.g. management) – worry that might be missing something research-wise!
- Progression routes can feel limited – have to move on to get on

Good practice, ideas and solutions:

- Building and using wider transferable skills – management, coaching & mentoring etc
- Remind ourselves of our transferable skills – positioning for future roles both within and outside of research
- Cost sharing - could we collectively approach a provider (e.g. Snap, QSR) and get them to come to us?
- Using future Y&H events to support this
 - focus on a key topic e.g. SROI to explore and learn together
 - Bring a problem and get collective input/ideas (action learning set style)
 - L&D opp in itself for some people to speak at events like these
- Shadowing/buddying between LAs, housing associations etc and research agencies – sharing different perspectives and skills
- Getting out there! Building networks

Key issues and challenges:

- Intelligence can sit outside of other corporate functions
- Intelligence is underplayed in terms of its influence on integrating various council services
- Approach to data platforms that are deployed across councils

Good practice, ideas and solutions:

- A Strategic Intelligence Board (East Riding)
 - to inform commissioning within a strategic context
 - 2 tiers: director-chaired strategic board, working board of practitioners
- Kirklees approach to corporate performance – aligning directorate delivery plans to significant and strategic contributions to our Joint Health & Wellbeing Strategy and/or Economic Strategy
- Corporate Reader approach (what should keep directors awake at night) – e.g. corporate health card

Key issues and challenges:

To centralise or localise?

- Balancing efficient use of intelligence resources with maintaining specialist service-based knowledge
- Keeping an overview, joining the dots, spotting x-cutting trends , avoiding siloes
- Supporting services where expertise is limited or being cut

Relationships v structures

- Many ways to structure a service, but networks and relationships are what make things work
- Balancing management control with flexibility and agility
- Making sure the service is well-known and well-used

Change management

- Maintaining or improving morale and motivation in difficult times
- Communication, trust, engagement of all involved

Good practice, ideas and solutions:

‘Matrix working’

- An intelligence function that is built around specialist teams, but also ‘account manages’ each directorate /service area

Visibility of the intelligence offer

- Go ‘on tour’ through your organisation to make new relationships
- Produce e-newsletters, have a strong intranet presence

Make change positive

- Look for precedents – e.g. ALMOs’ intelligence functions being brought back into the council
- Work on team culture, help managers communicate well, build trust and engage staff in the change
- Good managers work with you, not do things to you
- Using staff survey data to spot change resistance/poor practice