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# Joint Local Health and Wellbeing Strategy Delivery Plan Update

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**Report being considered by:** Health and Wellbeing Board

**On:** 12 September 2024

**Report Author:** Gordon Oliver

**Report Sponsor:** Dr Matt Pearce

**Item for:** Decision

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## 1. Purpose of the Report

This report provides an update on progress with the Joint Local Health and Wellbeing Strategy Delivery Plan and how it will be reviewed and updated.

## 2. Recommendation(s)

For the Board to note the progress made in implementing the Delivery Plan and agree that the Plan be updated, taking account of feedback received as part of the proposed LGA Review of the Health and Wellbeing Board.

## 3. Executive Summary

This report provides an update on progress in implementing the Berkshire West Health and Wellbeing Strategy Delivery Plan 2021-2030. A summary of performance in implementing the Delivery Plan is provided below:

	Complete	Green RAG rated	Amber RAG rated	Red RAG rated
Priority 1	1	4	3	2
Priority 2	5	11	0	3
Priority 3	5	4	3	0
Priority 4	0	1	1	1
Priority 5	1	4	2	1

The report highlights the need for the Delivery Plan to be refreshed and improved, taking account of feedback received as part of the Local Government Association (LGA) review of the Health and Wellbeing Board.

## 4. Supporting Information

4.1 The Berkshire West Joint Local Health and Wellbeing Strategy (JLHWS) was adopted in December 2021. This sets out five priorities:

- (1) Reduce the differences in health between different groups of people.
- (2) Support individuals at high risk of bad health outcomes to live healthy lives.
- (3) Help children and families in early years.

- (4) Promote good mental health and wellbeing for all children and young people.
  - (5) Promote good mental health and wellbeing for all adults.
- 4.2 Each of the three Health and Wellbeing Boards within the Berkshire West 'Place' has developed its own Delivery Plan to address these shared priorities, tailoring the approach to their particular needs and circumstances.
- 4.3 West Berkshire Health and Wellbeing Board developed its Delivery Plan in the second half of 2021. Not only was this during the latter stages of the Covid pandemic, but it was also in advance of significant changes to the health landscape brought about by the Health and Care Act 2022, included the creation of Integrated Care Systems and a fresh emphasis on delivery at 'place' level.
- 4.4 The opportunity was taken to review the Delivery Plan in the summer of 2023. This reflected the fact that good progress had been made, with a number of actions having been completed. In some cases, local needs or circumstances had changed since the Delivery Plan was first developed, so some actions were no longer considered to be relevant. In other cases, it had not been possible to deliver the actions as originally planned due changes in the availability of funding or resources. Also, some actions were considered to be 'business as usual' activities that were delivered and monitored through existing service plans / business plans, with no need for additional support or oversight through the Health and Wellbeing Board. As a result, some actions were deleted or replaced with new actions.
- 4.5 The original Delivery Plan consisted of over 150 individual actions, allocated to over 30 different bodies or organisations. In some cases, these were not assigned to the correct 'owners' and subsequently had to be reassigned. Some actions were assigned to organisations that operated at Place or System level, such as Berkshire Healthcare NHS Foundation Trust or the Integrated Care Board. Such actions were referred upwards for inclusion in delivery plans at 'Place' or 'System' levels.
- 4.6 As a result of the above changes, the Delivery Plan was reduced from over 150 actions to just over 50 actions. However, this is still a significant number of actions to for the Board to monitor and oversee, so it was agreed to have a rolling programme of reporting focusing on the actions related to one or two of the priorities at each meeting, with case studies used to provide context and allow the Board to have more interaction with the Sub-Groups. A full cycle of reports were delivered over the 2023/24 municipal year.
- 4.7 It is now just over a year since the Delivery Plan was first reviewed. The full version of the Delivery Plan Monitoring Report is provided in Appendix A. Once again, it can be seen that there are a significant number of actions that have been completed. While most of the other actions are on track, there are a few where progress has not been possible for a variety of reasons, including: budget / resource challenges; a lack of uptake by service users / partner agencies; IT platforms not being delivered as planned, etc.
- 4.8 Officers are of the view that the Delivery Plan needs a further review to remove the actions that have been completed, and to consider alternatives to those actions where it has not been possible to make progress. In undertaking a refresh, the opportunity could be taken to address a number of other issues as set out below:

- Some of the current priorities have very few actions, particular Priority 4 - Promote good mental health and wellbeing for all children and young people.
- Many of the targets are not fully SMART (Specific, Measurable, Achievable, Relevant and Time-bound).
- Some of the targets are considered to be too small-scale / granular, or are considered to be 'Business as Usual' activities.
- Even 50+ actions are considered to be a lot for the Board to track and meaningfully consider.

## 5. Options Considered

- 5.1 Various approaches could be adopted when developing the new Delivery Plan. One option would be to stick with a larger number of actions spread across the five priorities, with reporting by exception where only those items that are not on track are discussed.
- 5.2 An alternative would be to have a smaller number of more significant actions with a particular focus on one or two of the priorities each year in order to deliver more meaningful progress.
- 5.3 The intention is that the Performance Dashboard will be developed alongside the Delivery Plan, which would help the Board to establish how effectively the Delivery Plan is being in delivering the Strategy's priorities.

## 6. Proposal(s)

It is proposed that the Delivery Plan be refreshed, taking account of feedback received as part of the wider LGA Review of the Health and Wellbeing Board, which will be focused on the following key lines of inquiry:

- 1) How can we strengthen the role of the Health and Wellbeing Board so that it can oversee improvements to population health?
- 2) What does effective governance and accountability look like for the Health and Wellbeing Board and how should it operate/link across the different geographical footprints e.g. neighbourhood, place and system?

## 7. Conclusion(s)

Updating the Delivery Plan will allow the Board to be assured that progress towards the Joint Local Health and Wellbeing Strategy priorities is maintained. It will also support improved governance processes.

## 8. Consultation and Engagement

The following have been consulted on this report:

- Health and Wellbeing Board Steering Group
- Corporate Board

## 9. Appendices

Appendix A – Delivery Plan Monitoring Report Q1 2024/25.

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### Background Papers:

[Berkshire West Health and Wellbeing Strategy 2021-2030](#)

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### Health and Wellbeing Priorities Supported:

The proposals will support the following Health and Wellbeing Strategy priorities:

- Reduce the differences in health between different groups of people
- Support individuals at high risk of bad health outcomes to live healthy lives
- Help families and young children in early years
- Promote good mental health and wellbeing for all children and young people
- Promote good mental health and wellbeing for all adults

The proposals contained in this report will support the above Health and Wellbeing Strategy priorities by ensuring that the Delivery Plan is kept up to date.

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