
Health & Wellbeing in All Policies Programme

Committee considering report:	Health and Adult Social Care Scrutiny Committee
Date of Committee:	9 th June 2026
Portfolio Member:	Councillor Patrick Clark
Date Head of Service agreed report: <i>(for Corporate Board)</i>	28 th April 2026
Date Portfolio Member agreed report:	28 th June 2026
Report Author:	Chinedu Okoronkwo & Catherine Greaves, Public Health Team
Forward Plan Ref:	n/a

1. Purpose of the Report

- 1.1 To provide an overview of the programme to embed a Health & Wellbeing in all Policies (HiAP) approach in West Berkshire.
- 1.2 To provide assurance that progress is being made on embedding a HiAP approach (Phase 1 and 2 of the Programme) and there is a clear plan for the next phase of the programme.
- 1.3 This report summarises:
 - (a) the shared understanding of a HiAP 'approach' and HiAP 'programme' in West Berkshire
 - (b) the current strategic case for a HiAP approach in West Berkshire
 - (c) progress made in phase 1 & 2 of the programme (2021/22 - 2025/26)
 - (d) impact of pilot HiAP projects to date
 - (e) the programme plan for phase 3 of the programme (2026/27 - 2028/29)
 - (f) the Programme workstreams for phase 3
 - (g) strengthened governance & oversight arrangements (proposed)

2. Recommendation(s)

- 2.1 That the Health and Adult Social Care Scrutiny Committee notes the current status of the HiAP programme within West Berkshire Council, including progress made to date across Phases 1 and 2 (2021/22–2025/26) and the transition towards the next phase of the programme.
- 2.2 That the Health and Adult Social Care Scrutiny Committee notes the proposed focus, priorities and high-level workstreams for Phase 3 of the HiAP programme (2026/27–2028/29), including the move towards embedding HiAP as a business-as-usual approach within corporate governance, decision-making and service delivery.
- 2.3 That the Health and Adult Social Care Scrutiny Committee is invited to provide comments, advice or recommendations to support the continued development, governance, oversight and delivery of the HiAP programme, including in relation to workforce development, use of tools such as Health Impact Assessments, and cross-directorate collaboration.
- 2.4 That the Health and Adult Social Care Scrutiny Committee identifies whether any additional information or assurance is required in respect of the programme's strategic case, governance and oversight arrangements, financial implications, or delivery model as the programme moves into Phase 3.

3. Implications

Implications and Impact Assessment

Implication	Commentary
<p>Financial:</p>	<p>The HiAP programme and approach does not create new net pressure on the Council’s baseline budget. Investment to date — including workforce capacity, pilot projects and the HiAP Fund — has been met through reprioritisation and use of the Public Health Grant, in line with grant conditions. It is a governance mechanism designed to reduce long term financial risk by embedding prevention, inequality reduction and sustainability into corporate decision making. Individual HiAP projects will continue to be funded through relevant service budgets, as is current practice. Public Health reserves (in accordance with grant conditions) have already been used to support cross council initiatives aligned with HiAP principles, and it is proposed that workforce development and the training of HiAP Champions will also be funded via the public health grant.</p> <p>No significant new budget requirement is anticipated at this stage. By improving upstream decision making and reducing avoidable demand across statutory services, implementing a HiAP approach is intended to mitigate future cost pressures and support the Council’s medium to long term financial sustainability.</p>
<p>Human Resource:</p>	<p>The council approach will require targeted workforce development to build confidence and capability across the organisation. This will include structured training to strengthen understanding of public health principles, the establishment of a cross-directorate network of HiAP Champions to support embedding this approach within service areas and the integration of health and inequality considerations into service planning, policy development and relevant job roles.</p> <p>No staffing restructures are proposed as part of this approach. The model is designed to enhance existing roles and responsibilities, strengthen cross-directorate collaboration, and support workforce wellbeing by promoting preventative and sustainable ways of working.</p>
<p>Legal:</p>	<p>The proposal supports the Council in meeting its existing statutory responsibilities by strengthening the use of evidence and health considerations in policy and decision-making. In</p>

	<p>particular, it aligns with the Health and Wellbeing Board’s duty to produce and utilise the Joint Strategic Needs Assessment (JSNA), reinforces the Council’s obligations under the Equality Act 2010 Public Sector Equality Duty, and supports the appropriate consideration of health impacts within planning and environmental decisions. No adverse legal implications have been identified in relation to this proposal.</p>
<p>Risk Management:</p>	<p>No significant unmanaged risks have been identified at this stage. Key delivery risks (such as workforce capacity and pace of embedding) are mitigated through the Public Health operating model, strengthened governance, and phased implementation.</p>
<p>Property:</p>	<p>No direct property implications. However, HiAP will strengthen health considerations in future planning and infrastructure developments.</p>
<p>Policy:</p>	<p>The proposal aligns with both local and national policy priorities focused on prevention and reducing health inequalities. Locally, it supports the delivery of the West Berkshire Health and Wellbeing Strategy and is informed by the Joint Strategic Needs Assessment (JSNA), which guides strategic planning across the Council and partner organisations. It also supports the Council Strategy by encouraging cross-directorate collaboration to improve wellbeing and promote sustainable communities.</p> <p>Nationally, the approach aligns with wider public health policy direction on prevention and tackling the wider determinants of health, including the AHP UK Public Health Strategic Framework 2025–2030, which emphasises reducing health inequalities and embedding public health across sectors.</p>

	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	X			A HiAP approach will have a positive impact on inequalities across the district, as it seeks to improve the health and wellbeing outcomes of residents through the wider determinants of health. Taking this approach will have the greatest impact on those communities currently the most underserved.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	X			A HiAP approach will have a positive impact on inequalities across the district, as it seeks to improve the health and wellbeing outcomes of residents through the wider determinants of health. Taking this approach will have the greatest impact on those communities currently the most underserved, including those with protected characteristics.
Environmental Impact:		X		Although there are no direct environmental impacts arising from this report or its proposals, a HiAP approach can be used to support the Environment Strategy and Delivery Plan objectives by making use of, and influencing such tools, as the Council wide Sustainability Assessment Tool and the Green and Blue Infrastructure (GBI) Framework to ensure positive outcomes for both work areas.

Health Impact:	X			<p>Improving health and wellbeing outcomes for West Berkshire population is the primary purpose of adopting a HIAP approach. From experience around the world, policymakers state that re-shaping economic, physical, social and service environments can support wellbeing, healthy behaviours and boost local growth. HiAP is a collaborative approach to improving the health of all people by incorporating health considerations into decision making across sectors, policy and service areas, and addressing the wider determinants of health.</p>
ICT Impact:		X		<p>There are no ICT implications for the Council arising from this report or its recommendations</p>
Digital Services Impact:		X		<p>There are no digital implications for the Council arising from this report or its recommendations.</p>
Council Strategy Priorities:	X			<p>Health and Wellbeing is multifaceted and complex. It influences, and is influenced by, all corners of our lives. Adopting a HiAP approach in the Council can therefore contribute to all six of the current Council strategy priorities:</p> <ul style="list-style-type: none"> • Ensure our vulnerable children and adults achieve better outcomes • Support everyone to reach their full potential • Support businesses to start, develop and thrive in West Berkshire • Develop local infrastructure, including housing, to support and grow the local economy • Tackle the climate and ecological emergencies • Ensure sustainable services through innovation and partnership <p>The proposal also directly delivers an action in the West Berkshire Delivery Plan for the Joint Health and Wellbeing Strategy.</p>

Core Business:	X			<p>The proposal to adopt a HiAP approach within the Council may contribute to the following current core business:</p> <ul style="list-style-type: none"> • Protecting our children • Supporting education • Ensuring the wellbeing of older people and vulnerable adults • Planning and housing • Infrastructure & Environment • Culture, leisure and libraries • Economic development <p>The approach may contribute to these core business activities with individual projects and/or by helping to streamline work by encouraging collaboration between service areas with a focus on improving health outcomes for our residents.</p>
Data Impact:		X		<p>There are no data or data protection implications for the Council arising from this report or its recommendations.</p>

Consultation and Engagement:	<p>The proposed actions arising from this paper originate from the West Berkshire delivery plan for the Joint Health and Wellbeing Strategy. A range of internal engagement activities has been undertaken to inform the development and implementation of the HiAP approach. This has included engagement with Corporate Board, Members' briefings, and cross-directorate discussions with key service areas such as Planning, Transport, Education, Environment and Public Health.</p> <p>Workshops delivered in partnership with the Local Government Association have supported awareness raising and provided a baseline assessment of organisational readiness. In addition, ongoing collaboration with internal stakeholders has informed the development of HiAP tools, including the Health Impact Assessment (HIA) and Council wide Sustainability Assessment Tool (SAT), which includes environmental and socio-economic elements</p>			
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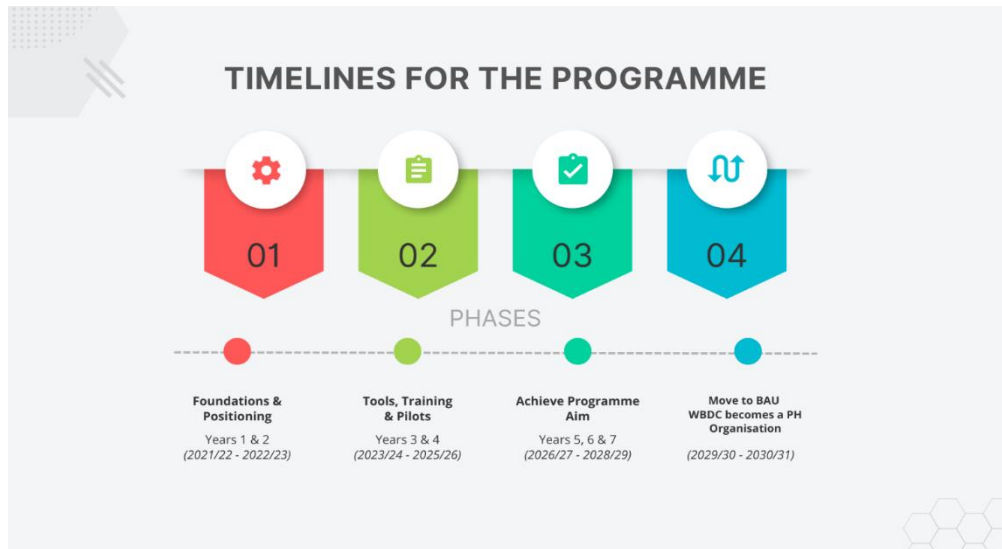
4. Executive Summary

- 4.1 This report is brought to the Health and Adult Social Care (HASC) Scrutiny Committee to provide an update on the development and implementation of a HiAP approach within West Berkshire Council. HiAP is a whole-council approach that ensures health, health equity and sustainability are systematically considered in decision-making across all service areas.
- 4.2 The report responds to the Council's statutory public health responsibilities and the increasing need to address the wider determinants of health and wellbeing —such as housing, transport, planning, education and the environment—through coordinated and preventative action. It also provides assurance that progress has been made over Phases 1 and 2 of the HiAP programme and sets out a high-level plan for the next phase (Phase 3: 2026/27–2028/29). See Figure 1 below.
- 4.3 The key proposals set out in the report are to:
- (a) Note the current status of the Health & Wellbeing in All Policies programme and the progress made to date in embedding HiAP principles across the Council.
 - (b) Note the transition of the programme towards a more sustainable, business-as-usual model, supported by strengthened governance, oversight and delivery arrangements.
 - (c) Consider and provide comments or advice on the proposed high-level programme plan and workstreams for Phase 3 (2026/27–2028/29).
 - (d) Identify whether any additional information or assurance is required in relation to the strategic case, governance, oversight, financial implications, or delivery arrangements.
- 4.4 The report highlights the projects funded from the new HiAP fund, overseen by the Council's Public Health Board. These projects include:
- (e) **Enhanced Environmental Health Interventions in Homes with Damp and Mould:** A new approach to identifying and addressing damp and mould to improve housing conditions, thus reducing health inequalities, and prevent avoidable GP and A&E use.
 - (f) **Low Income Family Tracker (LIFT) platform:** Seeks to support those struggling to meet the cost of living through use of data and targeted campaigns. The LIFT platform is intelligent data analytics software that helps local authorities to maximise resident's income and reduce their costs
- 4.5 The report demonstrates that embedding a HiAP approach provides a proportionate, evidence-based and cost-effective mechanism for strengthening prevention, reducing health inequalities and supporting long-term financial and service sustainability.
- 4.6 The programme builds on existing Council priorities and resources, does not create new baseline expenditure, and aligns with local and national policy priorities. It should be

acknowledged that the impact of adopting a HiAP approach will take time to deliver measurable outcomes, given the long lead in times for prevention.

- 4.7 Noting the progress and supporting the continued development of the HiAP programme will enable the Council to further embed health, wellbeing and equity into its governance and decision-making, helping to improve outcomes for residents—particularly those most underserved—and to meet its statutory and strategic responsibilities.

Figure 1: Schema Showing the Timelines



5. Supporting Information

What is a HiAP approach?

- 5.1 An “approach” is a way of working. It’s a guiding philosophy and a decision-making lens applied across an organisation.
- 5.2 The HiAP approach emerged from Nordic local governance in the 1970s–80s, particularly in Finland, and was formalised internationally through World Health Organisation policy frameworks from the late 2000. It is a collaborative approach to governance that ensures health, health equity, wellbeing and sustainability are systematically considered in decision-making across all Council functions.
- 5.3 Rather than being a standalone public health initiative, it is a way of working that recognises that health and wellbeing outcomes are largely shaped by wider determinants such as housing, education, transport, employment and the environment. HiAP seeks to embed a consistent approach across the organisation so that all policies and services actively contribute to improving population health, reducing inequalities and avoiding unintended negative impacts. It is based on the principle that improving health and wellbeing outcomes cannot be achieved by the health sector alone but requires coordinated action across all parts of local government and its partners.
- 5.4 In England, the HiAP approach has developed gradually within local government, shaped by WHO policy frameworks and increasing recognition of the social determinants of health. Its application strengthened following the 2013 public health

reforms, which transferred responsibility for public health to upper-tier and unitary local authorities, creating greater opportunity and expectation for councils to embed health, wellbeing and health equity considerations across functions such as planning, transport, housing, the environment and economic development.

Why is a HiAP programme needed in West Berkshire?

- 5.5 A “programme” is a time-bound structured set of activities designed to move the organisation towards that HiAP approach.
- 5.6 In West Berkshire, many of the key health and wellbeing challenges including rising demand from an ageing population, increasing prevalence of long-term conditions, and widening socioeconomic inequalities are driven by factors beyond healthcare services alone. These include access to housing, transport, education, employment opportunities and the quality of the local environment.
- 5.7 Also, a HiAP approach provides a structured way for the Council to respond to these challenges by:
- Strengthening prevention and early intervention
 - Improving coordination across directorates and partners
 - Ensuring policies contribute to reducing health inequalities
 - Supporting long-term financial and service sustainability.

Progress to Date: Embedding HiAP

- 5.8 The HiAP Programme has been delivered over a five-year period (2021/22 – 2025/26), following a phased approach that initially focused on positioning the programme, building organisational foundations, and piloting key interventions. While meaningful progress was made in embedding HiAP principles, there was a pause in delivery between 2023 and 2024, after which activity resumed with a focus on transitioning the programme towards business as usual.

Phase 1: Foundations & Positioning (2021/22 – 2022/23):

- 5.9 The initial phase focused on developing the strategic foundations of the programme and securing corporate commitment.
- 5.10 In 2021/22, a dedicated Public Health Programme Manager was appointed to lead the programme, working in collaboration with a specialist from the Local Government Association (LGA). During this period, Corporate Board approved the initial HiAP Delivery Plan, providing formal endorsement of the programme.
- 5.11 A pilot HiAP project was commissioned in partnership with Public Health, Environment and Education (the ‘Wild West Berkshire’ project), demonstrating how cross directorate collaboration can contribute to shared priorities across health, environmental sustainability and statutory education. This pilot was delivered between September 2022 and July 2023 and provided a practical example of HiAP in action. The need for a

structured programme of education and workforce development was also identified during this phase.

5.12 In 2022/23, the programme was further embedded strategically through the inclusion of a commitment to “Take a Health in All Policies approach” within the Berkshire West Joint Health and Wellbeing Strategy (JHWS) Delivery Plan. The programme was introduced more widely across the Council, including engagement sessions with the Public Health team and corporate staff. Corporate Board approved the overall programme approach, including its strategic aim and delivery model. A key outcome of engagement activity was the agreement that the primary transformation driver for HiAP in West Berkshire would be JHWS Priority 1: reducing health inequalities.

Phase 2: Tools, training & pilots (2023/24 – 2024/25):

5.13 The second phase focused on developing the tools, skills and processes required to operationalise HiAP. In 2023/24, people, skills and culture development was delivered through two key outputs:

- (a) A HiAP Leadership Workshop for senior leaders and Members, facilitated by the LGA
- (b) A Systems Thinking workshop for the Communities and Wellbeing Directorate, supporting a whole-system approach to addressing complex issues.

5.14 During this period, a Healthy Planning Protocol was developed to strengthen the integration of health considerations within the planning system, including the use of Health Impact Assessments (HIAs) for development proposals.

5.15 In 2024/25, although programme delivery was paused for part of the year, key foundational tools were piloted, including review and refinement of the Health Impact Assessment (HIA) section of corporate templates and Sustainability Assessment Tool (SAT) for projects with a value of £100k or over. These pilot tools have laid the groundwork for their formal adoption within corporate reporting and major project governance, supporting more consistent and transparent consideration of health impacts.

Sustainability Assessment Tool

5.16 In the context of this report, the term ‘environment’ refers to a number of environmental elements and impacts. For example, the role of Green and Blue Infrastructure on physical and mental health; the impact of energy efficiency schemes in supporting those in fuel poverty; the benefits from sustainable transport and active travel; improvements to air quality; and how changes in climate and weather patterns are and will continue to affect people’s health. This is not an exhaustive list, for further detail refer to the SAT.

5.17 The Sustainability Assessment Tool was developed jointly by the Environment Delivery team and the Public Health team. Since its initial development, the SAT has been rolled out by the Environment Delivery Team with support from Public Health. The tool helps ensure that Council decisions take account of the wider impacts on resident’s health, wellbeing and inequality, alongside environmental (climate & ecological) and other socio-economic considerations, and aims to incorporate any co-benefits that are

identified. It is one of the main practical ways the Council is developing its HiAP approach. The HiAP approach and aims of the Council's Environment Strategy are closely aligned and share a number of similar outcomes i.e. to support households experiencing fuel poverty. The use of the SAT supports the delivery of those shared outcomes.

- 5.18 The tool is designed to be used when developing major projects, programmes and procurement activity and encourages Council staff to think early and systematically about how proposals might impact on health, wellbeing, the environment safety, housing, transport and local communities. This helps identify potential risks and unintended impacts, as well as opportunities to improve outcomes across different services. The SAT encourages collaborative working across the council, drives best practice and potentially supports effective financial decision making, for example developing new ways of working and finding options that provide better value for money.
- 5.19 Completion of the SAT became mandatory for projects with budgets over £100k. Early use of the SAT is flagged through Project Management, Procurement and Governance processes. Users are encouraged to complete the SAT at multiple stages throughout their project delivery to ensure continuous improvement and the production of accurate reporting. Quarterly reporting on the completion of the SAT per Directorate is considered by Corporate Board and the Transformation and Corporate Programme Board.
- 5.20 The SAT tool can be accessed via the Council's intranet [Sustainability Assessment Tool - Intranet](#). See appendices for screen shots from this tool. Records of all SATs completed, and the monitoring and reporting processes are managed by the Environment Delivery Team.

Health Impact Assessment section of corporate templates

- 5.21 The Health Impacts section of corporate Committee templates ensures that the potential effects of council proposals, projects, or decisions on the health and wellbeing of West Berkshire residents are considered early in the decision-making process. Proposals not directly related to health can still influence wellbeing through wider determinants such as housing, transport, employment, income, the environment, social connections, and access to services.
- 5.22 This section asks Council staff to briefly identify potential health benefits and harms (including unintended consequences), consider the likelihood and timeframe of impacts, and highlight whether any population groups may be disproportionately affected. Where risks are identified, appropriate mitigation should be described, alongside opportunities to maximise positive health outcomes.
- 5.23 Public Health colleagues are available to support completion of this section, and relevant tools and data sources—such as the Sustainability Assessment Tool (SAT), Joint Strategic Needs Assessment (JSNA), and local health intelligence—should be used to inform evidence-based decision-making. The Environment Delivery Team are able to provide more generic advice on the completion of the SAT and specific guidance relating to environmental sustainability.

5.24 Guidance for completing the health impacts assessment can be found on the intranet: <https://intranet/health-impacts>. See appendices for screen shots from this tool.

Embedding and Scaling (2025/26):

5.25 The focus of the HiAP programme shifted from development and testing to embedding health considerations within the Council's core governance, assurance and delivery mechanisms. This phase marked a transition towards HiAP operating as an organisational development, business-as-usual approach rather than a standalone public health initiative.

5.26 Overall, the progress achieved during the year strengthened the Council's capacity to systematically consider health, wellbeing and inequalities within strategic and operational decision-making, improved organisational capability, and established governance arrangements to support longer-term impact.

5.27 Key progress this year included:

- (a) Enabling cross-directorate projects that address the wider determinants of health and encourage preventative, collaborative approaches to delivery. The PH Board provides the governance and oversight of the HiAP fund and the projects.
- (b) The HiAP Fund projects that were approved this year were:
 - **Enhanced Environmental Health Interventions in Homes with Damp and Mould:** A new approach to identifying and addressing damp and mould to improve housing conditions, thus reducing health inequalities, and prevent avoidable GP and A&E use.
 - **Low Income Family Tracker (LIFT) platform:** Seeks to support those struggling to meet the cost of living through use of data and targeted campaigns. The LIFT platform is intelligent data analytics software that helps local authorities to maximise resident's income and reduce their costs.
 - **Funding for the new Public Health Planning Liaison Officer (PHPLO) post:** Recruitment of a planning officer to a 2-year fixed term to support embed public health principles into West Berkshire's planning system, ensuring the built environment supports healthier, more sustainable communities.
 - **Young Carers Fun and Fit:** A project to provide fun, physically active respite opportunities for young carers in West Berkshire, addressing high local inactivity levels and the additional impact caring responsibilities have on their health.
 - **Parenting Project:** A structured approach to strengthening parenting support in West Berkshire by creating a more coordinated, accessible system.
 - **Belong West Berkshire:** Phase 2 of a schools-led mental health and inclusion programme, running July 2025 to July 2026, aimed at improving

relational approaches, attendance, and staff wellbeing for vulnerable pupils. Provides audits, action plans, and training to help schools reduce exclusion and emotionally based school avoidance, with a long-term goal of transitioning to a self-sustaining Phase 3 led by schools.

- **Sensory Circuits and Sensory Sport community sessions:** Weekly inclusive sensory sport sessions for children and young people with SEND at three Everyone Active leisure centres (Northcroft, Cotswold, and Lambourn).
- (c) The remit of the new GPAW Prevention Board enhanced to include oversight of the HiAP programme.
- (d) As part of the Intelligence workstream, the review of the Joint Strategic Needs Assessment (JSNA) was completed. This resource will strengthen the evidence-base for decision making, improving alignment with the population health needs of West Berkshire residents. The updated 'State of the District 'JSNA can be accessed here: [West Berkshire State of the District Joint Strategic Needs Assessment \(JSNA\) Report](#)
- (e) A recently established West Berkshire Council Data and Intelligence Group tasked with providing a joined-up approach to intelligence and evidence led commissioning and delivery
- (f) Identification of HiAP Champions across the organisation, to build organisational capability and support HiAP implementation at service level. The current Champions are Service Directors at Senior Leadership Team level or a nominated delegate.
- (g) Delivery of Member briefings to raise awareness and support political leadership of the programme and the approach
- (h) Commencement of a Public Health team restructure to increase capacity to manage and deliver the next phase of the programme. The restructure includes three new Public Health Principals and an additional Public Health Consultant. Their roles include acting as Business Partners to one of the four Directorates in the Council.
- (i) Recruitment of a Public Health and Planning Liaison Officer to strengthen the integration of health considerations within planning policy, development management and applications, including reviewing and responding to the Health Impact Assessments which are now required for all new developments.
- (j) Early scoping of a HiAP professional development programme for senior leaders within the Council in partnership with Oxford Brookes University, building organisational capability over time.
- (k) Further development and roll out of the guidance for completing the Health Impacts Assessment section of corporate templates, including a worked example and resources list. [Guidance for completing the health impacts section of corporate templates](#)

- (l) Launch of the HiAP Fund, with oversight provided by the Public Health Board, There are a range of other initiatives whereby Health In All Policies 'is in action' but often takes the form of more subtle levels of influence. For example, this includes feeding into the Get Berkshire Working Plan and the Green and Blue Infrastructure Framework for example.

5.28 It is recognised that some elements of the HiAP Programme have taken longer than anticipated, largely due to delays in the implementation of a new public health operating model with all new posts expected to be filled by May 2026. The new operating model provides additional resources that will support embedding health in all policies through a systematic approach.

Overview of the Current Programme (Phase 3 2026/27 - 2028/29)

5.29 The HiAP Programme in West Berkshire is a structured, time-bound initiative designed to embed a whole-council approach to health, wellbeing, equity, and prevention. Its overarching aim is to ensure that health considerations are systematically integrated into decision-making, policy development, and service delivery across all areas of the Council.

5.30 At its core, the programme recognises that health and wellbeing outcomes are shaped by a wide range of social, economic, and environmental determinants, many of which sit outside traditional health services. As such, West Berkshire Council has adopted a coordinated and collaborative approach, acknowledging that every service area contributes to the health and wellbeing of residents. This reflects a shift towards becoming a more preventative, population-focused organisation over the longer term.

5.31 The programme is underpinned by a clear vision of achieving a healthier and more equitable West Berkshire, alongside a defined purpose of embedding health and wellbeing across governance structures, organisational culture, and everyday business processes. It is framed through an Organisational Development (OD) lens, recognising that sustainable change requires alignment of leadership, workforce capability, organisational culture, and systems. This approach supports long-term resilience and adaptability, moving beyond siloed working towards a more integrated, whole-system model.

5.32 Delivery of the programme is organised around four interconnected workstreams:

- (a) **Evidence, Intelligence and Research:** Strengthening the use of data, research, and community insight to inform decision-making, including both quantitative sources (e.g. JSNAs and needs assessments) and qualitative engagement.
- (b) **People and Skills:** Building organisational capability through training, leadership development, and the establishment of HiAP Champions to support culture change and shared responsibility.
- (c) **Embedding Health & Wellbeing in Decision-Making:** Integrating tools such as Health Impact Assessments into governance and policy processes to ensure health considerations are routinely included.

- (d) **Implementation and Delivery:** Translating HiAP principles into practice through cross-directorate collaboration on priority areas and scaling effective approaches.

5.33 The programme is supported by a developing functional structure that distinguishes between governance, oversight, and delivery roles. Strategic direction is provided through governance arrangements, while oversight functions ensure accountability, assurance, and risk management. Day-to-day delivery is led by the Public Health team, working in partnership with corporate functions, change sponsors, and emerging HiAP Champions across the organisation. Senior leadership plays a critical role in advocating for the programme, securing resources, and driving organisational change.

Figure 2: Schema Showing the Work Streams



5.34 The details for the delivery of Phase 3 of the programme for 2026/27 including objectives, are being finalised by the incoming Public Health Place and Communities Portfolio team and the Public Health Leadership team.

6. Other options considered

6.1 Not applicable – this is an update on an existing programme of work.

7. Conclusion


7.1 Public health is a statutory function of local authorities and relies on coordinated action across the whole system to influence the wider determinants of health. The Health & Wellbeing in All Policies programme provides a structured and practical way for West Berkshire Council to fulfil this responsibility by embedding health, wellbeing, equity and sustainability considerations into everyday decision-making across all services

7.2 The progress made to date demonstrates that a HiAP approach can be successfully integrated into corporate processes, governance arrangements and staff development without creating additional financial pressures. Moving into Phase 3 provides an

opportunity to consolidate this progress, strengthen oversight, and further embed preventative and collaborative ways of working. By continuing to develop and support the HiAP programme, the Council is better placed to improve population health, reduce inequalities and ensure long-term sustainability of services. Members are therefore recommended to note the progress and support the continued direction of the programme as set out in this report.

8. Appendices

The Sustainability Assessment Tool



Project Details
The purpose of the Sustainability Assessment Tool is to consider the wide range of possible impacts that a proposed project/policy could have on environmental and social criteria.

Please complete the following before moving to the **Environment** tab

Project Title and/or What is being assessed:

What type of proposal is being assessed?

Department/Service:

Project Manager (person(s) tasked with delivering project):

Contact Details of Officer Completing Report

Portfolio Holder:

Date:

Aims, objectives, anticipated outcomes of project:


Carbon Emissions Scope (Council only, District only or both)

List those who will be responsible for implementing/delivering the proposal:

Manager or Team Leader Reviewing Report

Date

Summary Report Example



Links to the Council Strategy Framework

Overarching values:

- Integrity:** 'we act with integrity ensuring all decisions are lawful, transparent and impartial'
- Customer focused:** 'we listen to our customers and do our best for them'
- Fairness:** 'we will always treat everyone fairly'

The Priorities of the strategy:

- Services We Are Proud of**
- A Fairer West Berkshire with Opportunities for All**
- Tackling the Climate and Ecological Emergency**
- A Prosperous and Resilient West Berkshire**
- Thriving Communities with a Strong Local Voice**

The Goals for each priority:

- Services We Are Proud of:**
 - Ensure West Berkshire Council continues to offer good customer service to our residents and businesses
 - Transform the way the Council works
 - Treat our residents with respect, be transparent in our decision making
 - Make West Berkshire Council an employer of choice
- A Fairer West Berkshire with Opportunities for All:**
 - Prioritise support for those who need it most
 - Deliver more homes that people can afford
 - Support our Local Authority maintained schools to drive up standards
- Tackling the Climate and Ecological Emergency:**
 - West Berkshire Council to achieve net zero by 2030 and improve biodiversity
 - Help our residents and businesses to save money and the environment
 - Help to make the whole of West Berkshire net zero
- A Prosperous and Resilient West Berkshire:**
 - Proactively engage with and support businesses to grow and thrive
 - Regeneration of Bond Riverside and build a new community sports stadium
 - Continue to invest in key infrastructure and public transport
 - Ensure new housing developments come with suitable infrastructure and enhanced amenities
- Thriving Communities with a Strong Local Voice:**
 - Encourage and support our local communities to take the lead in driving what is important to them
 - Help our residents lead fulfilled and active lives
 - Work with partners and the local communities to enhance our main towns and large villages
 - Help our villages to remain vibrant long term

Guidance for completing the health impacts section of corporate templates

Worked example: Net Zero home insulation project (for illustrative purpose only)

A council project aimed at supporting net zero targets introduces large scale home insulation improvements to improve energy efficiency and reduce carbon emissions.

Potential unintended health impacts identified: If insulation is installed without adequate ventilation or appropriate building assessment, it may increase the risk of damp and mould in some homes. Damp and mould are associated with respiratory conditions such as asthma, particularly affecting children, older adults, and people with existing respiratory illness. Therefore there is a risk that this project could negatively affect the health of West Berkshire residents.

How this could be mitigated:

- ensure housing assessments consider ventilation and moisture management alongside insulation
- work with housing, environmental health and public health teams to identify and manage potential risks
- provide guidance to residents on ventilation and maintaining indoor air quality
- monitor any reported damp and mould issues following installation

This example illustrates how considering the wider determinants of health (in this case housing and environment) can help identify unintended consequences and inform mitigation actions.

Public Health support

If you require support when completing the Health Impact section of corporate papers, Public Health colleagues are available to provide guidance. Early engagement is encouraged.

For support, please contact your appropriate public health business partners:

- Adults - Janette Searle (janette.searle1@westberks.gov.uk)
- Place and Communities - Tinashe Jonga
- Children and Young People - Susan Lambert (susan.lambert1@westberks.gov.uk)
- Resources - Helena Fahie

Corporate Board's recommendation

Rearrange section 5 and include examples in Executive Summary.

Background Papers:

Nil

Wards affected: N/A

Officer details:

Name: Tinashe Jonga & Catherine Greaves

Job Title: Public Health Principal & Advanced Public Health Practitioners

Document Control

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Author:	Chinedu Okoronkwo, Catherine Greaves, with input from Emily Ashton-Jelley		
Owning Service	Public Health		

Change History

Version	Date	Description	Change ID
DV0.1	16.4.26	First draft by CO	CO
DV0.2	17.4.26	Edit and additions by CG	CG
V3.0	19.5.26	Edits made by CG to reflect feedback from meeting with GPAW & Corporate Board (12/5), plus incoming PH Principal	CG
V4.0	20.5.26	Edits from Environment Delivery Team added by CG	CG

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