Changes to Health and Wellbeing Board Membership

Report being considered by:	Health and Wellbeing Board
On:	24 September 2026
Report Sponsor:	Dr Matt Pearce Director of Public Health
Report Author:	Gordon Oliver Principal Policy Officer

1 Purpose and Executive Summary

1.1 The purpose of this report is to approve changes to the membership of the Health and Wellbeing Board, and the quorum criteria for formal meetings of the Board.

1.2 It is proposed to appoint additional members to bring primary care expertise to the Board, including from general practice and community pharmacy. These additional members would help the Board navigate planned changes to the health system, particularly those related to Neighbourhood Health.

1.3 In addition, it is proposed that the number of Thames Valley Integrated Care Board (ICB) representatives be reduced from two to one, in recognition of challenges associated with the ICB's expanded footprint, reduced funding envelope, and corresponding reduction in staff numbers. If the number of ICB members reduces from two to one, this would increase the risk of meetings being inquorate, so it is proposed to change the quorum conditions to address this.

2 Recommendation(s)

2.1 It is recommended that the Health and Wellbeing Board:

(a) Approves the following changes to its membership:

- Addition of the Chief Officer from Community Pharmacy Thames Valley as a full member
- Addition of the West Berkshire GP Clinical Lead (elected from the Berkshire West Primary Care Collaborative) as a full member
- Addition of the Director of the Primary Care Alliance CIC as a non-voting co-opted member
- Reduction in the number of Thames Valley ICB representatives from two to one

(b) Agrees to change the quorum conditions for formal meetings to four members, comprising at least one West Berkshire Councillor and three representatives from partner organisations.

(c) Requests that the Council amends its Constitution to reflect the proposed changes.

Implications

Financial
None
Human resources
None
Legal
Section 194 of the Health and Social Care Act 2012 sets out a minimum Health and Wellbeing Board membership of: • at least one elected member of the Local Authority (appointed in the case of West Berkshire Council by the Leader of Council); • at least one representative from each Integrated Care Board in the Local Authority's area; • the Local Authority's Director of Adult Social Services (DASS), Director of Children's Services (DCS) and Director of Public Health; • a representative from the local Healthwatch. The Act sets out that further Board Members may be appointed by the Council (in the case of West Berkshire Council by the Leader of Council) in consultation with the Board, and that the Board itself may appoint such additional Members as it considers appropriate. Reviewed by Dawn Bond (10 August 2026)
Risk management
The proposed changes to Health and Wellbeing Board quorum conditions would reduce the risk of formal Health and Wellbeing Board meetings being cancelled and any associated reputational damage.
Council Strategy
None
Other Implications
None
Equalities Impacts: Neutral
None

Data Impacts: Neutral
None
Environmental Impacts: Neutral
None
Health Impacts: Positive
The proposed additions to the Health and Wellbeing Board's membership will bring additional primary care knowledge and expertise, which will help to inform the design of local health services.

Consultation and Engagement:	The affected bodies have been consulted, including: • Berkshire West Primary Care Alliance • Berkshire West Primary Care Collaborative • Community Pharmacy Thames Valley • Thames Valley Integrated Care Board

3 Background

3.1 Following the Local Government Association (LGA) review of the Health and Wellbeing Board (HWB) in 2025, a Task and Finish Group was set up to consider the outputs from the workshop and develop a roadmap setting out the steps that the Board could take in response to the feedback received. A key recommendation from the Task and Finish Group was for the membership of the Board to be updated to:

- ensure sufficient seniority to lead system change,
- reduce duplication of representatives across organisations,
- be more agile and focused,
- ensure greater parity between represented partner organisations.

3.2 Initial changes were made last year, but further changes are now required to respond to changes within the health system as outlined below.

3.3 Membership of the HWB and quorum requirements are defined in Appendix 6.3 of the Council's Constitution. Currently, this makes provision for two ICB members. It also requires four members for a quorum, including one elected member of West Berkshire Council and one ICB representative. The Thames Valley ICB is no longer able to send two members of staff to HWB meetings and has requested that its representation be reduced to one member. However, this creates a risk of meetings being inquorate and cancelled at short notice if the remaining ICB representative was to be unavailable or delayed while travelling to the meeting. Changing the quorum criteria would help to address this.

3.4 The 10 Year Health Plan for England, titled *"Fit for the Future"*, aims to shift healthcare away from hospitals and into local communities. At its core is the creation of a 'Neighbourhood Health Service', integrating GPs, nurses, social care workers, and allied professionals to provide localised, preventative care. The 10 Year Health Plan also outlines proposals for community pharmacies to transition into clinical health hubs. It is proposed to expand independent prescribing powers, integrate pharmacies into the Single Patient Record, and task them with managing long-term conditions, delivering vaccines, and supporting disease prevention. Given these changes, it would make sense for primary care to be represented on the HWB.

3.5 Community Pharmacy Thames Valley is the local pharmaceutical committee for the area, and its Chief Officer would therefore be ideally placed to represent the pharmacy sector. The GP Lead would act as a place-based clinical leader, representing general practice in West Berkshire. The Primary Care Alliance CIC is a primary care provider collaborative with 36 general practice members across Berkshire West. They contract for services that need to be provided at scale. As such, they bring a unique perspective that is distinct from individual GP practices and Primary Care Networks.

4 Proposals and Options Considered

Option	**Comments**
Option1: That the HWB: (a) Approves the following changes to its membership: • Addition of the Chief Officer from Community Pharmacy Thames Valley as a full member • Addition of the West Berkshire GP Clinical Lead (elected from the Berkshire West Primary Care Collaborative) as a full member • Addition of the Director of the Primary Care Alliance CIC as a non-voting co-opted member • A reduction in the number of Thames Valley ICB representatives from two to one (b) Agrees to change the quorum conditions for formal meetings to four members, comprising at least one West Berkshire Councillor and three representatives from partner organisations.	Appointing additional members from primary care would help the Board navigate the significant changes and challenges associated with development and implementation of Neighbourhood Health Plans. The proposed appointments also reflect the expanded role of community pharmacies within primary care. Appointing the Director of the Primary Care Alliance CIC as a non-voting co-opted member would allow them to speak at meetings without the need to suspend standing orders and thus without creating any imbalance in voting. Reducing the number of ICB members from two to one recognises its expanded footprint and reduced staff numbers, which make it more difficult for them to guarantee attendance at every HWB meeting. The proposed changes to the quorum conditions would address concerns about formal HWB meetings being cancelled at

This is the recommended option.	short notice due to ICB colleagues being unavailable or delayed.
Option 2: As per Option 1, but not appointing the Director of the Primary Care Alliance CIC as a non-voting co-opted member of the HWB **This is not recommended.**	The Primary Care Alliance CIC is distinct from GP surgeries as it is an at-scale primary care provider, which contracts services that need to be provided at scale. As such, they bring a unique perspective that is distinct from individual GP practices and Primary Care Networks.
Option 3: As per Option 1, but without changes to the quorum conditions. **This is not recommended.**	Although this would encourage the ICB to prioritise attendance at formal HWB meetings, there would be an increased risk of meetings being cancelled at short notice due to illness, travel delays, etc.
Option 4: Do nothing **This is not recommended.**	This would not address the lack of primary care representation on the HWB and would leave formal meetings vulnerable to cancellation at short notice if ICB members were unable to attend.

Nominations have already been received for each of the new positions as set out in Appendix A.

5 Appendices

Appendix A - Changes to Health and Wellbeing Board Membership

Background Information

Council Constitution Part 6.3 – Appendix: Health and Wellbeing Board

Fit for the Future: 10 Year Health Plan for England

Joint Health and Wellbeing Strategy Priorities Supported

The proposals will support the following 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 Health and Wellbeing Board has the necessary members, including representation from primary care.

Governance Pathway

Committee/Body	**Date**
Corporate Board	**18 August 2026**
Executive Briefing	**10 September 2026**
Health and Wellbeing Board	**24 September 2026**