

WOKINGHAM BOROUGH WELLBEING BOARD
ANNUAL REPORT

2019-20



**WOKINGHAM
BOROUGH COUNCIL**

NHS
Berkshire West
Clinical Commissioning Group

70
YEARS
OF THE NHS
1948 - 2018

healthwatch
Wokingham Borough

NHS 70
YEARS
OF THE NHS
1948 - 2018

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Executive Summary

Over the municipal year the Wokingham Borough Wellbeing Board has supported and endorsed many different projects. Some of the work the Board completed include the Wellbeing Strategy, Design Our Neighbourhood, Joint Strategic Needs Assessment and improved connections with the voluntary sector. The extensive work completed by the Board has been focussed towards the end of the municipal year with the global pandemic of Covid-19. There has been extensive coordinated work with the voluntary sector to meet the needs of our residents arising from the Covid-19 pandemic. The Wellbeing Board thanks the support of the voluntary sector and will continue with that support as the pandemic and response moves across to a new Municipal year.

Introduction

The Wokingham Borough Wellbeing Board has recently completed its eighth year as a formal committee.

Under the Health and Social Care Act 2012 all upper tier local authorities were required to establish Wellbeing Boards from April 2013. Wellbeing Boards are forums where key representatives from health, social care and the community can work in partnership to reduce health inequalities locally and to improve the overall wellbeing of residents.

The membership of the Board for 2019-20 was as follows:

- Councillor Charles Margetts (Chairman, Executive Member for Health, Wellbeing and Adult Services, WBC)
- Councillor John Halsall (Leader of the Council, WBC)
- Councillor UllaKarin Clark (Executive Member for Children's Services, WBC)
- Councillor David Hare (Opposition, WBC)
- Matt Pope (Director Of Adult Services, WBC)
- Dr Debbie Milligan (Vice-Chairman) (NHS Berkshire West Clinical Commissioning Group)
- Dr Cathy Winfield (NHS Berkshire West Clinical Commissioning Group)
- Katie Summers (NHS Berkshire West Clinical Commissioning Group)
- Tessa Lindfield (Strategic Director of Public Health for Berkshire)
- Carol Cammiss (Director of Children's Services, WBC)
- Sarah Hollamby (Director Locality and Customer Services, WBC)
- Graham Ebers (Deputy Chief Executive and Director Corporate Services, WBC)
- Nick Campbell-White (Healthwatch Wokingham Borough)
- Nikki Luffingham (NHS England, Thames Valley Area Team)
- Phil Cook (Voluntary, Community and Faith Sector) and (Place and Community Partnership)

The core functions of the Wellbeing Board are:

- To prepare a Joint Strategic Needs Assessment, which gives an overview of the Borough's current and likely future wellbeing needs;
- Based on evidence detailed within the Joint Strategic Needs Assessment, produce a Joint Wellbeing Strategy, which details how needs identified will be met;
- To create and publish a pharmaceutical needs assessment, an overview of local pharmaceutical needs, services and any gaps in provision;
- To encourage integrated working between commissioners of health services, Public Health and social care services, for the purposes of advancing the wellbeing of the people in its area;
- To consider how resources can be shared effectively between partners and where appropriate, to pool budgets;
- The local Clinical Commissioning Groups must involve the Wellbeing Board in the preparation or revision of their commissioning plans.

Work Programme 2019-20:

The 2019-20 Annual Report highlights key areas of work undertaken by the Wellbeing Board during the previous municipal year, which included the following:

Wellbeing Strategy 2018-21:

The Wokingham Borough Wellbeing Board created a refreshed and meaningful Wellbeing Strategy. The Board members during 2019-20 discussed where the Wellbeing Board could make the biggest impact and key wellbeing indicators. It was decided that the Board should have a focus on wellbeing specifically and this has been reflected in the Wokingham Borough Wellbeing Board's activities through the year.

The Wellbeing Strategy for 2018-2021 was designed around the vision of “creating healthy and resilient communities”, within which are three key priorities:

- **Creating physically active communities**
- **Reducing social isolation and loneliness**
- **Narrowing the health inequalities gap**

Although these are the key priorities, they are also an umbrella that covers a large range of areas and issues that relate to the local needs of the Borough. Some examples of these are: the mental health of all ages, support for carers, utilising green spaces, transport availability, school readiness, employment and vulnerable people.

The action plan, was part of the refresh process from last year and was named ‘Strategy into Action’, it was co-produced by the Wellbeing Board and key stakeholders in the spring of 2019. This collaboration for the development of the action plan will aim to enhance relationships and enable our partners to decide on their level of involvement from the outset. This resource will be utilised to support, co-ordinate and help to progress actions. In order for an effective action plan, it is important that the current work within the Borough is mapped out so we are able to gauge the level of activity and pave the way for grasping opportunities. Furthermore, to ensure that Strategy into Action is kept on track with

achieving the actions and key priorities, a number of metrics have been produced to be a guideline of the local needs and remained a standing item within the board meetings.

The Board held a World Café style workshop to consider the priorities and how they could be addressed. Discussions at the workshop would be captured and turned into actions. Within a month an email was distributed to Council departments, partners of the Wellbeing Board and commissioned services, which included information on who the Wellbeing Board was and what its strategy and key priorities were. A short survey which gathered a broader picture on what was currently happening within the Borough, to understand perspectives on current provision to identify gaps, and to provide a platform for feedback on the Wellbeing strategy, had also been provided.

The Joint Strategic Needs Assessment details mainly fed into the initial dashboards that were created to gauge and identify progress. To develop the dashboard further other agencies information was gather also including CCG, Public Health, CSP, Healthwatch and the Sports and Leisure Team were included for support and its results were included.

Projects began to progress the strategy into action, to investigate what could be achieved with regards to reducing social isolation. Spotlight Action group which supported and focused the Social Isolation and Loneliness Group. The Board also included the Friendship Alliance and it was noted that the group would require extra resources and income in order to deliver the projects and programmes that had been outlined in the business case, as well as increasing some of the existing services.

During 2020/21 the Wellbeing Board will continue to work with its partners to address health inequalities, targeting those in the community who are most vulnerable.

Design Our Neighbourhood (Formerly Localities Plus)

The Board received a report regarding Localities Plus, which introduced the proposed place-based approach to be taken in the Wokingham Borough and proposed that this approach be championed by a new “Localities Plus Group”. The report was narrowed to local context referring to Primary Care Networks, it suggested that the 3 conversation model and the 21st Century Council mode. It highlighted that there would be four rather than three Primary Care Networks and that the mapping information for the GP practices was out of date. The Board then questioned how the Localities Plus Group would fit into the integration agenda as there was no health representation on the Group but it was seen that the group would help the Council’s approach which would then feed into the Wokingham Leaders Partnership Board which had a wider membership. A review of the group was requested at the start of the Municipal year.

Due to Localities Plus not having a strong connection with health and other partners the decision was to reinvent the group and rename it ‘Designing Our Neighbourhoods’. The leadership partnership board name include the name within its terms of reference and the new Group would be a priority for the remainder of the year.

One such project took the form of an ongoing ‘coming together’ of parties to understand assets and resources from the perspective of the four Primary Care Networks within Wokingham Borough. The Design Our Neighbourhood event was held for partners and stakeholders to discuss key themes that needed to be addressed. It was anticipated that

this would be an evening event held in November which was unfortunately delayed until the early part of 2020. The event was held and included representatives from the NHS, Town and Parish Councils, Headteachers and the voluntary. It was seen as a great success by all in attendance there was a growing pressure to bring everyone together again to further develop the ideas and initiatives discussed. A review of the original sessions is currently in production and the second event is currently being organised with future programme coming together as well.

Wokingham's Joint Strategic Needs Assessment 2018-2021:

The Joint Strategic Needs Assessment (JSNA) is a process by which local authorities and Clinical Commissioning Groups (CCGs) assess the current and future health, care and wellbeing needs of the local community to inform local decision making. The JSNA was introduced following the Health and Social Care Act 2012 and it is the statutory responsibility of the Wellbeing Boards to produce the assessment and to update it on an annual basis.

Wokingham's 2018-2021 JSNA will be comprised of five chapters; 'Borough Profile', 'Starting Well', 'Developing Well', 'Living and Ageing Well' and 'People and Places'. These chapters will be comprised of infographic data to highlight Wokingham's position against comparators, such as the South East region and England, and will be accompanied by a narrative to provide background and context.

The Board results of the assessment were made available early in the year and it updated a key messages of the Joint Strategic Needs Assessment. It was decided that the format of the data be broken down into more detailed areas of focus rather than a single data intelligent report. The areas that required improvements included - high traffic volume and poor air quality, mental and emotional wellbeing (and related to this unhealthy lifestyles including physical activity and alcohol as well as social isolation and loneliness), as well as the gap in life chances between more deprived and less deprived groups in the Borough.

The JSNA provided a summary report of the health needs of the local population in January 2020 updated for 2019. It was agreed that while Wokingham had generally high levels of wellbeing more focus was needed on prevention and still some health inequalities. The Borough had one of the highest life expectancy rates in the country. Compared with the national picture, there were fewer young adults in their 20s and 30s living in Wokingham than there were older adults in their 40s and 50s although this may change following the housing development work. There were also areas where the borough did not perform so well as well. Respiratory tract infection admissions aged 1 year and Respiratory tract infection admission aged 2, 3 and 4 years; MMR – second dose; Admissions as a result of self-harm (15-19 year olds) and Adult drinkers of alcohol.

The JSNA report was completed and assessed and approved by the Board and with the update expected by the end of 2020.

Children and Adolescent Mental Health Services (CAMHS) Local Transformation Plan - Implementing Future in Mind across Berkshire West CCGs:

In 2015, the Government issued a report called 'Future in Mind – Promoting, Protecting and Improving our Children and Young People's Mental Wellbeing', about why changes in mental health services for children and young people are needed. From this, a Local Transformation Plan (LTP) was created by Berkshire West CCG for the children and young people living in Wokingham, Reading and West Berkshire. The public bodies, voluntary and community organisations involved in supporting children and young people's mental health are working together in partnership on LTP that will deliver improvements in mental wellbeing. The LTP is reviewed, refreshed and published annually and is in line with the requirements of the NHS 'Five Year Forward View for Mental Health' and the Green Paper. The vision is to ensure that every child and young person to get the help they need, when and where they need it.

NHS England have approved and revised the Future in Mind Local Transformation Plan in October 2018. By 2020 support will be individually tailored to the needs of the child, family and community – delivering significant improvements in children and young people's mental wellbeing. The LTP is about integrating and building resources within the local community, so that emotional wellbeing support is offered at the earliest opportunity. The goal is to reduce the number of children, young people and mothers whose needs escalate to require specialist intervention, a crisis response or in-patient admission.

The extent of the transformation so far has been recognised by CQC, OFSTED, NHS England Regional Team and the Children's Commissioner for England. There has been a movement away from the traditional escalator style tiered system, to a systems approach that is informed by the THRIVE framework. The focus is on promoting a whole system framework of care and moving away from a specialist single agency mental health response to families, communities, schools, public health, social care and voluntary sector. Investments have been made in workforce training across schools, primary care, the voluntary sector and social care. An example of this is the collaboration between the Reading Emotional Wellbeing Partnership, West Berkshire Emotional Health Academy and the Wokingham School Link Project in which they have built skills and support in schools and the community.

Berkshire West was bucking the national trend in that the number of children requiring in-patient beds was reducing as was the length of stay required. Work was being done to keep more children within the area. Nationally the demand for emotional wellbeing services had increased. It was possible that the increased demand was a positive sign and that stigma regarding emotional wellbeing issues was reducing.

For Eating Disorders the current trend suggested that demand continued to be greater than the nationally modelled estimates on which the Berkshire service was commissioned. The risk and acuity of referrals had increased and the service was being reviewed. There had been an increase in self-harm rates in all three Berkshire West Local Authorities for people aged 10 – 24. Self-harm rates for 15 to 19 year olds across all three areas were higher than the national average with the biggest increase being in Reading.

As the local system has matured, so has the ambition to transform services even further. This has led to the bid to become a Green Paper Trailblazer site. Berkshire West CCG are currently in the process of bidding to become a Trailblazer site for the Green Paper Reforms with the confidence of already being cited by the Children's Commissioner for England as an area of good practice. The intention is to build on well-established joint working arrangements with Local Authorities to achieve further sustainable whole system change. Two Trailblazer lots are being bided for – creating new local Mental Health Support Teams (MHSTs) and reducing the waiting times for Specialist Child and Adolescent Mental Health Services (CAMHs) and the Anxiety and Depression pathway.

Many changes have already been made there is a till more to be done to make the local mental health services the best they can be.

Better Care Fund:

The Better Care Fund (BCF) is the national programme, through which local areas agree how to spend a local pooled budget in accordance with the programme's national requirements. The pooled budget is made up of CCG funding as well as local government grants, of which one is the Improved Better Care Fund (iBCF).

The board received an update in June 2019 it was highlighted that the Better Care Fund (BCF) was working well in Wokingham. It was reminded that it had been developed to pool resources and deliver the integration of adult health and social care services, and had come into effect in 2014. The four local schemes; Integrated Front Door - The Health and Social Care Hub; Wokingham Integrated Social Care and Health (WISH) Team, including Step Down; Community Health and Social Care (CHASC) including Community Navigators and; Step Up.

The Better Care Fund also funded six Berkshire West wide schemes; Care Homes (Community Support) Project - incorporating RRaT (Rapid Response and Treatment; Connected Care; Integrated Discharge Team (IDT) and Trusted Assessment; Street Triage – Mental Health; and Falls and Frailty. The Board was also please to note that the number of non-elected admissions in over 65's had reduced.

As part of the Better Car Fund the Board considered a report on the Better Care Fund Submission 2019/20. Where it was advised that the submission had been signed off by the Chairman and submitted by the NHS England. The Wokingham submission was aligned with those of Reading and West Berkshire and it was noted that the total pooled fund for Wokingham had increased from £10.01m to £10.78m. Wokingham had progressed its plans from its individual schemes to Integrated Care Networks and the funding submission was ratified.

The Board will continue to receive quarterly updates on the programme performance and will continue to receive and review these in 2020/21.

Berkshire West Integrated Care System Operating Plan 2019/20:

The ICS has continued to work on building partnerships and introducing joint working across the health economy and with its local authorities. Work has progressed on the 6 programmes of work highlighted above with many of the projects starting to move from the 'design' stage into 'business case' stage to start to deliver the transformation needed to support the 5 domains listed above. The system continues to perform well in delivering the *5 Year Forward View* and is looking to build on these achievements now the *Long Term Plan* has been published. A key part of the *Long Term Plan* is the development of Primary Care Networks which will deliver services closer to home for patients. The ICS has 4 GP Alliances in place and work has already begun to explore how services traditional delivered in hospitals could be delivered in a different way in primary care.

The 2019/20 Operating Plan for the Berkshire West Integrated Care was considered by the Board in June 2019. During the discussion the board were informed that the Integrated Care System funding gap was calculated to be £45.2m for 2019/20. The Plan had been created earlier in the year and some of the health infrastructure referred to such as Primary Care Networks were starting to be built up. Each strategic priority had a project plan with agreed timelines, which was monitored monthly. The Board would be kept informed through the joint delivery group, with an improved line of sight through increased involvement Chief Executives and Members. The Berkshire West Integrated Care System Operating Plan: 2019/20 be noted.

There was a launch event held on the 18th July 2019 which was seen as a success. The Berkshire West Integrated Care Partnership (BWICP) was a new way of working with six other NHS and Local Authority partners across the area. The partnership would be a more collaborative and collective way of working together. The possibility of a shared Joint Wellbeing Strategy for Berkshire West was under consideration and would be discussed further at the Board's informal meeting in September.

The Board was updated that the Berkshire West Joint Commissioning Board was to work across the Berkshire West system to identify where commissioning efficiencies could be made, minimise duplication of suppliers, create economies of scale and where appropriate renegotiate services into a single contract.

The operating plan for 2019/20 is currently in place and will continue until the next review in 2020.

The NHS Long Term Plan Update:

The NHS Long Term Plan is a new plan for the NHS to improve the quality of patient care and health outcomes which was published in January 2018 on the back of the NHS Five Year Forward View. The aim of the plan is to create a new model of care for the 21st century which will have an increased effort on prevention of illness and tackling health inequalities. The plan outlines that a joined up approach will be taken to ensure better co-ordinated and more proactive care.

The Long Term Plan sets out five major, practical changes to the NHS service model that will be brought about over the next five years:

1. ‘Out of hospital’ care will be boosted and the historic divide between primary and community health services will be dissolved.
2. The NHS will redesign and reduce pressure on emergency hospital services.
3. More personalised care will be offered to increase people’s control over their own health.
4. Digitally-enabled primary and outpatient care.
5. Local NHS organisations will increasingly focus on population health and local partnerships with local authority-funded services, through new Integrated Care Systems (ICSs) everywhere.

Wokingham are in a good position with the 21st century service model. This model puts huge emphasis on prevention and preventative measures and has recognised the need for up to date technology. The focus on out of hospital care will involve a big change in GP delivered care where GP practices will come together to form networks. These networks will allow for a broader range of assistance in providing health care.

Community Navigators in the Wokingham Borough are already providing a social prescribing service which aids the out of hospital care approach. The Community Navigation scheme provides an essential link between health services and local voluntary and community provisions which is known as ‘social prescribing’. This scheme in Wokingham is provided by Involve. Personalised care will include a focus on proactive care, personal health budgets and personal care plans which collectively will aid tailored support for individuals.

Across Berkshire West, work is to be carried out to define exactly what the ‘neighbourhoods’ will include. This will take into consideration the GP Alliances that are currently in place in Berkshire West, the NHS definition of neighbourhoods and the Primary Care Networks to align into one clear definition. The overarching aim is to have self-sufficient, integrated neighbourhoods. The neighbourhoods will envelop Population Health Management which is discussed at detail in the Long Term Plan which focuses on primary care, urgent care and planned care to enable early intervention and targeted support.

The Board were presented with the draft BOB ICS response to NHS Long Term Plan. The NHS had produced its Long Term Plan at the beginning of the year and NHS partners were required to provide a response to this. The Wellbeing Board had an opportunity to comment on the response before the final response deadline of 1 November 2019. Across the Buckinghamshire, Oxfordshire, Berkshire West (BOB) area there was a focus on the delivery of the long term plan. Which had a number of areas within the plan that included transforming out of hospital care and integrating services in the community, reducing pressure on emergency hospital services, improving mental health and increasing the focus on population health.

There is currently a financial gap and that BOB colleagues would be looking at how this could be addressed prior to the final submission. It was indicated that the BOB ICS would have to demonstrate how it could redeploy existing resources and the new financial allocations for the NHS to reduce demand and cost in other parts of the system. The Board would see the plan if it was amended significantly because of the financial position.

NHS – Berkshire – A Good Place to Work

The Director Public Health presented the Wellbeing Board with the Berkshire a Good Place to Work – which was the 2019 Director of Public Health report.

The Board were reminded that the Director of Public Health had a duty to produce an annual report. A Berkshire wide report with a focus on workplace wellbeing had been produced.

The Board was informed of employment rates, including access to ‘good’ work, 2018/19, across Berkshire. Employment rates were above the England average. With the majority of employees in the Wokingham Borough were employed by big businesses. The Local authorities were the second highest employer within the county. It was also stated that the access to ‘good’ work was easier for some age groups than others. Employment rates for younger people were poorer, for example.

Some other details included that on average, women lived in poor health for longer and had a longer life expectancy. Crowthorne had the highest life expectancy rate in the country. With regards to the health of the working age population, it was noted that the workforce was becoming older and were more likely to have long term conditions that required management.

Sickness absence rates were on the increase and presenteeism had increased by up to three times since 2010. Only 30% of managers had been identified as taking initiatives to identify the underlying causes of this. Some of the main reasons for sickness absence included mental health issues and musculoskeletal conditions. There was an emphasis on the working environments supported employees’ wellbeing. Some groups such as shift workers needed additional support. There were also Anchor Institutions in the borough those that include Local authorities, hospitals and universities were examples of anchor institutions.

It was also noted that the BOB STP ICS had had a good conversation with large employers about supporting its own workforce. It was felt that improvements could be made in the NHS in particular. It was resolved that the board would have the report noted and the recommended next steps considered. It was celebrated that Wokingham Borough Council, as an employer, was included as a case study in this report and the links between the report and the Wokingham Health & Wellbeing Priorities – reducing social isolation, increasing physical activity and reducing inequalities was also noted.

Voluntary Sector engagement

Involve is still very much a part of the Health & Wellbeing Board and continues to work in focus with the Community Safety Partnership Board. Involve also hosted Youth Discussion meetings in a co-productive manner to look at youth provision locally which is ongoing through 2019/20. Furthermore, Involve also conducted surveys of residents and students to gain feedback on how people feel and what concerns they have.

Ongoing, Involve has been pushing and promoting #WokinghamHWBB on social media which has led to increased engagement each month.

The monthly promotional areas are as below:

Throughout the 2020/21, Involve will continue to engage with the local voluntary and community sector and statutory partners through meeting and board attendance, delivering business planning and network opportunities and general contact and communications.

The Wellbeing Board acknowledges the support and involvement of the voluntary sector during the unprecedented situation of Coronavirus during the end of the Municipal year and will continue to work and support the great work being undertaken.

Partnerships:

The work of the Wellbeing Board is supported by the following partnerships:

- Business, Skills and Enterprise Partnership; (currently dormant)
- Children and Young People's Partnership;
- Community Safety Partnership;
- Wokingham Integrated Partnership.

2020/21 Work Programme:

The Wellbeing Board's work programme for 2020/21 will continue to build on the working undertaken in 19/20.

Last year it was agreed for Thames Valley Police to relinquish its membership of the Board as it is an active member of many of the agencies that feed into the Health & Wellbeing Board. The outcomes from the Joint Strategic Needs Assessment were presented early in 2020 with further updates expected at the end of the year. This information highlighted the priorities for the work of the Wellbeing Board's work programme for 2020/21.

The JSNA fed into the Strategy into Action which allowed the board to develop and establish the working Dashboard which sets clear targets for improvements. All of the targets are designed to support and underpin the three main priorities of the Board. The work streams of the Wellbeing Board include delivery of its priorities through the three subgroups. These include the Wokingham Integrated Partnership Programme (WIPP) and the Children & Young People Partnership (CYPP) and the Community Safety Partnership (CSP)

The WIPP priorities for 20/21 include:

- ❖ Supporting the PCN (Primary Care Networks)
- ❖ Integrated Care Network Development
- ❖ Creating Healthy Communities
- ❖ Implementing population health management
- ❖ Better Care Fund Programme

The priorities of the CYPP include;

- ❖ Early Intervention and Prevention
- ❖ Emotional Wellbeing
- ❖ Contextual Safeguarding
- ❖ Special Educational Needs and Disabilities

The CSP priorities include:

- ❖ Addressing domestic violence
- ❖ Tackling anti-social behaviour
- ❖ Reduce and prevent exploitation whilst addressing the needs of vulnerable, victims and offenders.

A key focus for the Wellbeing Board in 2020/21 is the Designing our Neighbourhood which was launched with an event in January 2020. To focus the four Primary Care Networks within the borough to support, promote and interact with board's priorities and work.

Many of the planned activities of the Wellbeing Board and Designing our Neighbourhoods have been delayed due to resource and focus being on the supporting the response of the Covid-19 global pandemic. The activities of the Board are being rescheduled and re-planned to commence in August 2020.

The Wellbeing Board's plan will have a co-ordinated approach to the resolution to the Covid-19 Pandemic. The Board acknowledged the support of the voluntary sector during this unprecedented times and the coordinated community response and support will continue. The Council as a whole which includes many of the members of the Wellbeing Board have co-ordinated the response to the virus within the Borough.

The Wellbeing Board will also create a new sub-committee which will be headed by the Council's Leader, Councillor John Halsall, which will co-ordinate the Government and NHS newly introduced Test & Trace system within the Borough. This will allow the authority to proactively react to potential risks and outbreaks quickly and efficiently. The increased testing across the Borough and more efficient response to a positive case will reduce the risk of continued infection spreading within the Borough.

Share your Wokingham news, information and advice using #wokinghamHWBB and follow us on Facebook and twitter for updates on how to stay happy and healthy.

All Board members have expressed the desire to pass on their sympathy and thoughts to those that have suffered loss during these unprecedented times.

Glossary of abbreviations

Abbreviation		Description
BCF	Better Care Fund	A programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own wellbeing, and live independently in their communities for as long as possible.
BHFT	Berkshire Health Foundation Trust	A specialist mental health and community health services trust that operate from more than 100 sites in Berkshire.
BOB STP	Buckinghamshire, Oxfordshire and Berkshire West Sustainability Transformation Plan	Covers a population of 1.8 million people in the South East and together utilising the plans that set out practical ways to improve NHS services and population health.
CAMHS	Children and Adolescent Mental Health Services	CAMHS is used as a term for all services that work with children and young people who have difficulties with their emotional or behavioural wellbeing.
CCG	Clinical Commissioning Group	Clinically-led statutory NHS bodies who are responsible for the planning and commissioning of health care services for their local area. There are now 195 CCGs in England.
iBCF	Improved Better Care Fund	In 2017 spring budget, Department of Communities and Local Government provided an additional Adult social care fund of £169k in part supported sustainability of care market.
ICS	Integrated Care System	Provides a conceptual framework to support practitioners and managers in undertaking the key tasks of assessment, planning and intervention and review.
JSNA	Joint Strategic Needs Assessment	Examination of the current and future health and care needs of local populations to inform and guide the planning and commissioning of health, wellbeing and social care services within a local authority area. It is a statutory requirement for the Wellbeing Board to produce the assessment every three years and keep it updated.
LGA	Local Government Association	An organisation which works with councils to support, promote and improve local government.
LTP	Local Transformation Plan	First published in 2015, LTP's set out how local services will invest resources to improve children and young people's mental health across the "whole system". This will also align with the Sustainability Transformation Plan.
MHST	Mental Health Support Team	Berkshire West is one of 25 trailblazers to launch Mental Health Support Teams in 2019, who will work with schools.
MoU	Memorandum of Understanding	An agreement between two or more parties.
PNA	Pharmaceutical Needs Assessment	A statement of the pharmaceutical services provided that are necessary to meet the needs of the area. This assessment is a statutory requirement and is published every three years.
RBHFT	Royal Berkshire Health Foundation Trust	One of the largest general hospital foundation trusts in the country. It provides acute medical and surgical services to the local population as well as specialist services.

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