







READING HEALTH AND WELLBEING BOARD

Date of Meeting	15 March 2024
Title	Berkshire West GP Leadership Group – Membership of the Health and Wellbeing Board
Purpose of the report	To make a decision
Report author	Nicky Simpson
Job title	Principal Committee Administrator (Team Leader)
Organisation	Reading Borough Council
	That a representative from the Berkshire West GP Leadership Group be co-opted as a non-voting additional member of the Reading Health and Wellbeing Board.
Recommendations	That the relevant amendments to the terms of reference and powers and duties of the Health and Wellbeing Board be agreed.
	That it be noted that the Berkshire West GP Leadership Group representative will be Dr Andy Ciecierski.

1. Executive Summary

- 1.1 To agree the following change to the membership and therefore terms of reference and powers and duties of the Reading Health & Wellbeing Board:
 - To co-opt a representative from the Berkshire West GP Leadership Group (BWGPLG) as a non-voting additional member of the Health and Wellbeing Board.
- 1.2 The terms of reference and powers and duties and operational arrangements of the Board are set out at **Appendix 1**. These have been updated in a number of places, to show the changes proposed above the changed text is shown *in italics and highlighted*. If the changes are agreed, the terms of reference and powers and duties will be amended.

2. Policy Context

2.1. The Health and Social Care Act 2012 sets out the required membership for Health and Wellbeing Boards. The terms of reference and powers and duties of the Reading Health and Wellbeing Board have been set up since 2014 in line with these requirements and are approved each year at the Annual Council Meeting. They were last amended in March 2022, to co-opt representatives from Royal Berkshire NHS Foundation Trust and Berkshire Healthcare NHS Foundation Trust onto the Board (Minute 56 of the Health and Wellbeing Board on 18 March 2022 refers).

3. Change to Membership of the Health and Wellbeing Board

- 3.1. The Health and Wellbeing Board agreed its membership in 2014, in line with the requirements set out in the Health and Social Care Act 2012 (the Act). Section 194 (2) of the Act says that the Board will consist of, as well as specified representatives of the local authority, Integrated Care Board and the local Healthwatch set out in (a) to (f):
 - (g) such other persons, or representatives of such other persons, as the local authority thinks appropriate.

- 3.2. On 16 March 2018, the Board agreed to co-opt a representative from Reading Voluntary Action and a representative from Thames Valley Police's Reading Local Police Area as non-voting additional members of the Reading Health and Wellbeing Board. On 12 July 2019, the Board agreed to co-opt a representative from Royal Berkshire Fire & Rescue Service as a non-voting additional member of the Reading Health and Wellbeing Board. On 18 March 2022, the Board agreed to co-opt representatives from Royal Berkshire NHS Foundation Trust (RBFT) and Berkshire Healthcare NHS Foundation Trust (BHFT) as non-voting additional members of the Reading Health and Wellbeing Board.
- 3.3. Before the change from the Berkshire West CCG to the Integrated Care Board, one of the two representatives from the CCG was a clinical representative, Dr Andy Ciecierski, who was also the Vice-Chair of the Board (required to be a CCG (then ICB) representative by the Health and Wellbeing Board's terms of reference). Dr Ciecierski is a GP at Emmer Green Surgery and Clinical Director of the Caversham Primary Care Network.
- 3.4. Following reorganisation of the NHS, the Berkshire West CCG was replaced by the Buckinghamshire, Oxfordshire & Berkshire West (BOB) Integrated Care Board on 1 July 2022 and the ICB has been reviewing their representatives on Health and Wellbeing Boards; Dr Ciecierski stayed on as the ICB's second representative whilst a decision was awaited. The ICB have now informed the Board that they only wish to take up one of their representative positions and will no longer be providing a clinical representative, but are recommending that the Board co-opts a representative from the Berkshire West GP Leadership Group (BWGPLG) and are nominating Dr Ciecierski to be that representative. Sarah Webster, Executive Director for Berkshire West Place from the ICB, will remain as the ICB's representative on the Board, and Helen Clark, Deputy Director for Place (Berkshire West), will be Sarah's named substitute, replacing Belinda Seston, Interim Director of Place Partnership.
- 3.5. The Berkshire West GP Leadership Group (BWGPLG) has been set up to represent General Practice across Reading and Berkshire West in the BOB Integrated Care System. It is therefore proposed that a representative of the BWGPLG be a non-voting co-opted member of the Reading Health and Wellbeing Board, similar to the other NHS providers. Dr Ciecierski is one of the Clinical Leads on the BWGPLG and is prepared to be their representative on the Health and Wellbeing Board.
- 3.6. The Health and Social Care Act 2012 sets out that a Health and Wellbeing Board is a committee of the local authority which established it and, for the purposes of any enactment, is to be treated as if it were a committee appointed by that authority under section 102 of the Local Government Act 1972. It also states that, at any time after a Health and Wellbeing Board is established, a local authority must, before appointing another person to be a member of the Board under subsection (2)(g), consult the Health and Wellbeing Board.
- 3.7. If the Health and Wellbeing Board agrees the proposed changes, the terms of reference and powers and duties of the Board will be updated and the relevant changes will be made where these are set out in Part 3 of the Constitution under Other Committees.
- 3.8. An earlier version of this report was submitted to the Health & Wellbeing Board on 19 January 2024, recommending co-option of a representative to the Berkshire West Primary Care Alliance, which was also set up to represent General Practice across Reading and Berkshire West in the BOB Integrated Care System. However, at the meeting, Andy Ciecierski tabled a document with an amended proposal to suggest that the Berkshire West GP Leadership Group would be a more appropriate body, and the Board agreed to defer the decision on the co-option to the next meeting. A copy of the tabled document is attached at Appendix 2.
- 3.9. The Health and Wellbeing Board's terms of reference state that an Integrated Care Board member of the Health and Wellbeing Board will be Vice-Chair, and the Board formally agreed that Sarah Webster would be the Vice Chair at the meeting on 19 January 2024.
- 4. Contribution to Reading's Health and Wellbeing Strategic Aims

- 4.1. This proposal recommends changes to the membership of the Health and Wellbeing Board to strengthen the Board by allowing the Berkshire West GP Leadership Group to be involved as part of the Board. This will assist the Board in its role of encouraging all partners in their delivery against the shared priorities set out in the Berkshire West Health and Wellbeing Strategy 2021-30.
- 4.2. The Board's agreed priorities are:
 - 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
- 4.3. Having the BWGPLG's voice on the Health and Wellbeing Board will strengthen the Board's ability to engage effectively with all system partners in the delivery of integrated services across Reading.
- 5. Environmental and Climate Implications
- 5.1. None.
- 6. Community Engagement
- 6.1. Not applicable.
- 7. Equality Implications
- 7.1. Not applicable.
- 8. Other Relevant Considerations
- 8.1. Not applicable.
- 9. Legal Implications
- 9.1. The Board is set up under Section 194 of the Health & Social Care Act 2012 (the 2012 Act). Under S194(11), the Board must be treated as if it were a committee appointed by the authority under S102 of the Local Government Act 1972. This is subject to the application of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 (the 2013 Regulations), which have been issued under S114(12) of the 2012 Act.
- 9.2. The Board's powers and duties are those given to it by statute, primarily SS195-196 of the Health & Social Care Act 2012 and SS116 and 116A of the Local Government & Public Involvement in Health Act 2007 (as amended by the 2012 Act) (the 2007 Act).
- 10. Financial Implications
- 10.1. Not applicable.
- 11. Timetable for Implementation
- 11.1. Not applicable.
- 12. Background Papers
- 12.1. There are none.

Appendices

- 1. Terms of Reference and Operational Arrangements for the Health and Wellbeing Board
- 2. Text of document tabled at the Health & Wellbeing Board on 19 January 2024 by Dr Andy Ciecierski Amendment to Proposal in Agenda Item 11

HEALTH AND WELLBEING BOARD TERMS OF RERERENCE AND OPERATIONAL ARRANGEMENTS READING BOROUGH COUNCIL

This is set up under section 194 of the Health and Social Care Act 2012. Under section 194(11), the Board must be treated as a committee appointed by the authority under Section 102 of the Local Government Act 1972.

The profile of Reading Health Wellbeing Board

The Health and Well-being Board (HWB) aims to improve health and well-being for people in Reading. It is a partnership that brings together the Council, the NHS, the voluntary sector, the local Police, the local Fire & Rescue Service and the local Healthwatch organisation.

By working together on the delivery of national and local priorities, the Board's purpose is to make existing services more effective through influencing future joint commissioning and provision of services. The Board will be responsible for overseeing the production of a Joint Strategic Needs Assessment (JSNA) for Reading, and for developing a Health and Well-being Strategy and Delivery Plan as the basis for achieving these aims. The focus will be on reducing health inequalities, early intervention and prevention of poor health and promotion of health and well-being.

The Board is responsible to the Council and will reflect the need to promote health and well-being across health and Council departments, including housing, social care, schools, community services, environment, transport, planning, licensing, culture and leisure.

The Board will be expected to improve outcomes for residents, carers and the population through closer integration between health services and the Council. Stronger joint commissioning offers scope for more flexible, preventative and integrated services for children and adults with long-term conditions and those living in vulnerable circumstances.

The Joint Strategic Needs Assessment (JSNA) provides the framework for considering the wider determinants of health, including employment, education, housing and environmental factors that impact on the health and well-being of people in Reading. The JSNA will inform the development of the Health and Well-Being Strategy and Action Plan and alongside other intelligence, especially the views of local people, help define priorities for the strategy that in turn will influence commissioning priorities.

The powers and duties of the Board are set out in Part 3 of the Council's Constitution, and are attached as an appendix to this Terms of Reference. The Health & Wellbeing Board is a Committee of Reading Borough Council. It is subject to Article 8, and the Standing Orders for Council and Committees and the Access to Information Procedure Rules in Part 4 of the Council's Constitution. Subject to Standing Order 23, it has delegated authority from the Council to discharge the functions set out in the Appendix to these terms of reference.

ROLE AND PURPOSE OF THE BOARD:

The Health and Well-Being Board (H&WB) acts as the high-level strategic planning partnership to develop the provision of integrated health and social care services in Reading Borough. The H&WB for Reading is established to oversee the health improvement and well-being of those who live and work in the Borough.

1. To identify key priorities for health and local government commissioning and develop clear plans for how commissioners can make best use of their combined resources to improve local health and well-being outcomes

- 2. To provide the collective leadership to improve health and wellbeing across the local authority area, enable shared decision making and ownership of decisions in an open and transparent way
- 3. To achieve democratic legitimacy and accountability, and empower local people to take part in decision-making
- 4. To address health inequalities by ensuring quality, consistency and comprehensive health and local government services are commissioned and delivered in the local area.

KEY FUNCTIONS

- 1. Ensure the preparation and publication of a JSNA for the area.
- 2. Develop an action plan to deliver the health and well-being strategy with clear priorities, objectives for delivery and measurable milestones.
- 3. Support the participation of the community and voluntary sectors, and other non-statutory agencies in the delivery of health and social care outcomes as a shared endeavour.
- 4. Ensure health & social care improvement in Reading is developed within the context of Best Practice and Clinical Governance.
- 5. Establish time limited working groups to assist it to deliver any of its key responsibilities.
- 6. Work with key providers to provide strategic 'problem solving' to unlock potential, resources or improved practice
- 7. Co-ordinate work with neighbouring H&WBs where appropriate to ensure effective commissioning decisions that deliver value for money in support of improved outcomes.

TIMING AND MEETINGS

The Board will, as a minimum, meet four times a year and may meet more often if the Board so decides.

The Board is subject to the access to information provisions of Section 100A of the Local Government Act 1972. It is committed to the principles of transparency and all meetings will be open to the public.

In order to accommodate confidential and exempt matters, particularly regarding commercially sensitive issues linked to commissioning and providers, the Board will hold two-part meetings with such matters being considered in Part 2 (without the press and public present) as necessary. The Council's Access to Information Procedure Rules will apply, to ensure that the principles of transparency remain central to these arrangements.

Agendas and papers for Board meetings will be made public no less than 5 working days prior to the date of the meeting.

Quorum

The quorum of the board will be no fewer than three of its voting membership; if fewer voting Members than this attend, then the meeting will be deemed inquorate.

Decision Making

Decisions at meetings will be achieved by consensus of those present. If a vote is required then, if there is an equal number of votes for than against the proposal, the Chair will have a second, casting vote.

MEMBERSHIP

The Council may co-opt additional persons or representatives to be members of the Board as it thinks appropriate, either as voting or non-voting Members, subject to the Council consulting beforehand with the Board.

The membership of the Board, under Section194(2) of the Health & Social Care Act 2012, is as follows:

- 4 Councillors ie the Leader of the Council, and the Lead Councillors for Education & Public Health, Adult Social Care, and Children (the Act requires at least 1 Councillor to be on the Board)
- The Director of Adult Social Care & Health *
- The Director of Children's Services *
- Director of Public Health for the Local Authority or his/her representative *
- Two representatives from the Integrated Care Board (the Act requires a representative of each relevant Integrated Care Board)
- A representative from the Local Healthwatch organisation

(* the Members asterisked will not have voting rights, as explained below)

Voting rights

Under the provision of Regulations 6 and 7 of the Local Authority (Public Health, Health and Wellbeing Board and Health Scrutiny) Regulations 2013, the Council, following consultation with the shadow Health & Wellbeing Board, has decided as follows:

- To disapply the duty to allocate seats to political groups under Sections 15 and 16 of the Local Government & Housing Act 1989
- To treat the following as non-voting members of the Board:
 - The Director of Adult Social Care & Health (or his/her representative)
 - The Director of Children's Services (or his/her representative)
 - The Director of Public Health (or his/her representative)

The voting membership of the Board must be named by the body they are representing. It will therefore be as follows:

- 4 Councillors by relevant office, ie the Leader of the Council, and the Lead Councillors for Education & Public Health, Adult Social Care, and Children
- 1 named Local Healthwatch representative
- 2 named local ICB representatives

The bodies appointing voting Members to the Board may, in addition, appoint named substitute Members who may attend as voting Members in the place of their named Member.

Voting Members will be subject to the Council's local Member Code of Conduct, and will be required, under the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 to register with the Monitoring Officer, and to declare at meetings, any disclosable pecuniary interest that both they and/or their spouse/partner has in the business of the Board.

Co-opted Members

The following will be co-opted as non-voting additional members:

- The Chief Executive of Reading Borough Council (or his/her representative)
- A representative from Reading Voluntary Action
- A representative from Thames Valley Police's Reading Local Police Area
- A representative from Royal Berkshire Fire & Rescue Service
- A representative from the Royal Berkshire NHS Foundation Trust
- A representative from the Berkshire Healthcare NHS Foundation Trust

A representative from the Berkshire West GP Leadership Group

Observers

The following observers may attend and participate but not vote at Board meetings:

Chair - Local Safeguarding Adults Board

Chair - Local Safeguarding Children Board

One relevant shadow Lead Councillor for each opposition group on the Council (up to three in total).

A named representative of NHS England will join the Board to help in the preparation of the Joint Strategic Needs Assessment or Joint Health and Well-being Strategy.

CHAIR

The Lead Councillor for Education and Public Health will chair the Board.

VICE-CHAIR

An Integrated Care Board member of the Health and Wellbeing Board will be Vice-Chair.

ACTIONS TO BE TAKEN BY MEMBERS OF THE BOARD

The Board is a decision-making body of the Council. Therefore the voting Members from other organisations must have authority from the bodies that they represent to make decisions at Board meetings. Accountability should be clear, without superseding the responsibilities of any participating agency. Board Members attending any working group should have the delegated authority to commit the body they represent to specific courses of action, including committing resources.

As a Statutory Board of Reading Borough Council the H&WB may report to Council as appropriate including recommending the Health and Wellbeing Strategy for approval and support the alignment of the Council's plans with the priorities identified in the Health and Well-being Strategy and Action Plan.

The Integrated Care System (Integrated Care Board and NHS Trusts) will consult with the H&WB when drawing up their own annual plans.

The H&WB will include a statement in the ICB's plans confirming whether or not the plans align with the JSNA and the priorities identified in the Health and Wellbeing Strategy and Action Plan.

The Board should receive the input and information it needs from partner bodies to support effective prioritisation and strategic decision making.

Members of the Board will hold themselves and partners to account for the delivery of agreed outcomes as set out in the action plan.

The Board will inform local commissioners of key decisions that may impact on the provision of services.

Appendix

The Powers and Duties of the Health and Wellbeing Board were agreed at the Council's meeting on 24 May 2023 (without the highlighted & italicised amendment now proposed).

Powers and duties of the Health and Well Being Board

This is set up under Section 194 of the Health & Social Care Act 2012. Under Section 194(11), the Board must be treated as a committee appointed by the authority under Section 102 of the Local Government Act 1972.

- (1) To discharge the functions of the Health & Wellbeing Boards as set out in Sections 195-196 of the 2012 Act, ie:
 - Duty to encourage integrated working in health and social care under the National Health Service Act 2006
 - Power to encourage closer working in relation to wider determinants of health
 - Power to give its opinion to the authority on whether the authority is discharging its duty to have regard to the Joint Strategic Needs Assessment and Joint Health & Wellbeing Strategy for its area
 - Duty to provide an opinion to its partner Integrated Care Boards and/or the NHS Commissioning Board - about whether the local commissioning plans have taken proper regard of the Joint Health & Wellbeing Strategy
- (2) To discharge any other health functions delegated to it by the authority.
- (3) To ensure that the authority meets its duties as a relevant authority, under Section 116 of the Local Government & Public Involvement in Health Act 2007 ("the 2007 Act"), as amended by Sections 192 and 193 of the Health & Social Care Act 2012:
 - (a) to prepare, with its partner Integrated Care Boards, and publish a Joint Strategic Needs Assessment for the area, involving the local Healthwatch and local people living or working in the area;
 - (b) to prepare, with its partner Integrated Care Boards, and publish a Joint Health & Wellbeing Strategy to meet the health needs of the area included in the Joint Strategic Needs assessment, relating to the exercise of public health functions by the authority, the NHS Commissioning Board or the Integrated Care Boards, involving the local Healthwatch and local people living or working in the area;
 - (c) to ensure that the local authority, and its partner Integrated Care Boards, have regard to these documents.
- (4) To promote health care, health improvement and the reduction of health inequalities for all local people, including children and vulnerable adults, and to exercise the following statutory duties on behalf of the authority:
 - (a) To improve the health of people in its area under Section 28 of the National Health Service Act 2006, including:
 - any public health functions of the Secretary of State which s/he requires local authorities to discharge on his/her behalf
 - dental health functions of the Council
 - the duty to co-operate with the prison service to secure and maintain the health of prisoners
 - the Council's duties set out in Schedule 1 of the National Health Service Act 2006, which include medical inspection of pupils, the weighing and measuring of children and sexual health services
 - arrangements for assessing the risks posed by violent and sexual offenders

- (b) To improve public health under Sections 2B and 111 of the National Health Act 2006 (as amended by Section 12 of the Health & Social Care Act 2012), including:
 - (i) under Section 2B(3):
 - Providing information and advice
 - Providing services or facilities designed to promote healthy living (including helping individuals address behaviour that is detrimental to health or in any other way)
 - Providing services for the prevention, diagnosis or treatment of illness
 - Providing financial incentives to encourage individuals to adopt healthier lifestyles
 - Providing assistance (including financial) to help individuals minimise any risks to health arising from their accommodation or environment
 - Providing or participating in the provision of training for persons working or seeking to work in the field of health improvement
 - Making available the services of any person or any facilities
 - (ii) Under Section 2B(4), providing grants or loans on such terms as the local authority considers appropriate.
 - (iii) Under Section 111 and Schedule 1:
 - Dental public health (S111)
 - Medical inspection of pupils (Paras 1-7B)
 - Research for any purpose connected with the exercise of the authority's health functions (Para 13)
- (5) To discharge health and social care functions identified by the Government and/or the National Health Service for exercise by the Board, including the integration of health and social care functions within Reading;
- (6) To approve and publish a Pharmaceutical Needs Assessment for Reading
- (7) To oversee and implement any joint arrangement and partnerships relevant to the functions of the committee in which the authority is involved:
- (8) To make representations to the Adult Social Care, Children's Services and Education Committee as the authority's health scrutiny committee.
- (9) To scrutinise Quality Accounts on behalf of Adult Social Care, Children's Services and Education Committee.

Membership

The Council may co-opt additional persons or representatives to be members of the Board as it thinks appropriate, either as voting or non-voting Members, subject to the Council consulting beforehand with the Board.

The membership of the Board, under Section194(2) of the Health & Social Care Act 2012, is as follows:

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- Two representatives from the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board (the Act requires a representative of each relevant Integrated Care Board)
- A representative from the Local Healthwatch organisation

(* the Members asterisked will not have voting rights, as explained below)

Voting rights

Under the provision of Regulations 6 and 7 of the Local Authority (Public Health, Health and Wellbeing Board and Health Scrutiny) Regulations 2013, the Council, following consultation with the shadow Health & Wellbeing Board, has decided as follows:

- To disapply the duty to allocate seats to political groups under Sections 15 and 16 of the Local Government & Housing Act 1989
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Voting Members will be subject to the Council's local Member Code of Conduct, and will be required, under the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 to register with the Monitoring Officer, and to declare at meetings, any disclosable pecuniary interest that both they and/or their spouse/partner has in the business of the Board.

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The following will be co-opted as non-voting additional members:

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- A representative from the Berkshire Healthcare NHS Foundation Trust
- A representative from the Berkshire West GP Leadership Group

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A named representative of NHS England will join the Board to help in the preparation of the Joint Strategic Needs Assessment or Joint Health and Well-being Strategy.

Reading Health and Wellbeing Board 19.1.24 - Amendment to Proposal in Agenda Item 11:

Membership of the Health and Wellbeing Board – Berkshire West Primary Care Alliance

I would like to offer my apologies and offer some clarification over names of GP organisations and their representative responsibilities.

The Local Medical Committee (LMC) is the only body that has a statutory duty to represent GPs at a local level. This statutory duty was first enshrined in law in 1911 and has been included in the various NHS Acts over the recent past and is included in the Health and Social Care Act.

GP's in Reading are represented by the Chair of the Berkshire West LMC, part of the Berkshire, Buckinghamshire and Oxfordshire LMC's. The function of LMCs is to represent the interests of GPs and practices with the objective of optimising the terms & conditions, working environment and stability of all GPs both individually and at practice level.

Berkshire West Primary Care Alliance (BWPCA) is a provider organisation and GP Federation, that represents the interests of its member PCN's and Practices. It has four Directors elected to the Board by its members in June 2023 when the BWPCA was set up as a company. Its membership includes 34 Practices from 14 PCN's across Berkshire West. In Reading members include 13 Practices from 6 PCN's.

A GP Federation is a collective group of GP Practices across a set geographical area with a common desire to work together at scale, sharing responsibility for the development and delivery of high-quality patient-focused services, closer to home for their local population.

The Berkshire West GP Leadership Group (BWGPLG) is a group of GP's giving a strategic voice of General Practice within the BOB ICB. They include GP's who are PCN Clinical Directors, LMC representatives, and GP Federation Clinical Leads. There are three GPLG's in BOB ICB, in Buckinghamshire, Oxfordshire and Berkshire West. The four BWGPLG Clinical Leads were elected in March 2023 following the votes from all 44 GP Practices in Berkshire West, 18 of which are in Reading.

Having clarified the various organisations, I would like to propose that the BWGPLG is the most appropriate representative body of General Practice on the Board. It's primary aim is to work with the BOB ICB and the rest of the Integrated Care System. It is best placed to support the Board in delivery against the shared priorities set out in the Berkshire West Health and Wellbeing Strategy.

Proposed Amendments:

Change the wording 'Berkshire West Primary Care Alliance (BWPCA)' to 'Berkshire West GP Leadership Group (BWGPLG)' throughout document.

Change wording in paragraph 3.5 to:

The Berkshire West GP Leadership Group (BWGPLG) has been set up to represent General Practice across Reading and Berkshire West in the BOB Integrated Care System. It is therefore proposed that a representative of the BWGPLG be a non-voting co-opted member of the Reading Health and Wellbeing Board, similar to the other NHS providers. Dr Ciecierski is one of the Clinical Leads on the BWGPLG and is prepared to be their representative on the Health and Wellbeing Board.

Dr Andy Ciecierski

Declaration of interests:

Dr Andy Ciecierski

GP at Emmer Green Surgery

Clinical Director of Caversham Primary Care Network (PCN)

Clinical Lead on Berkshire West GP Leadership Group (BWGPLG)

Director of Berkshire West Primary Care Alliance (BWPCA)