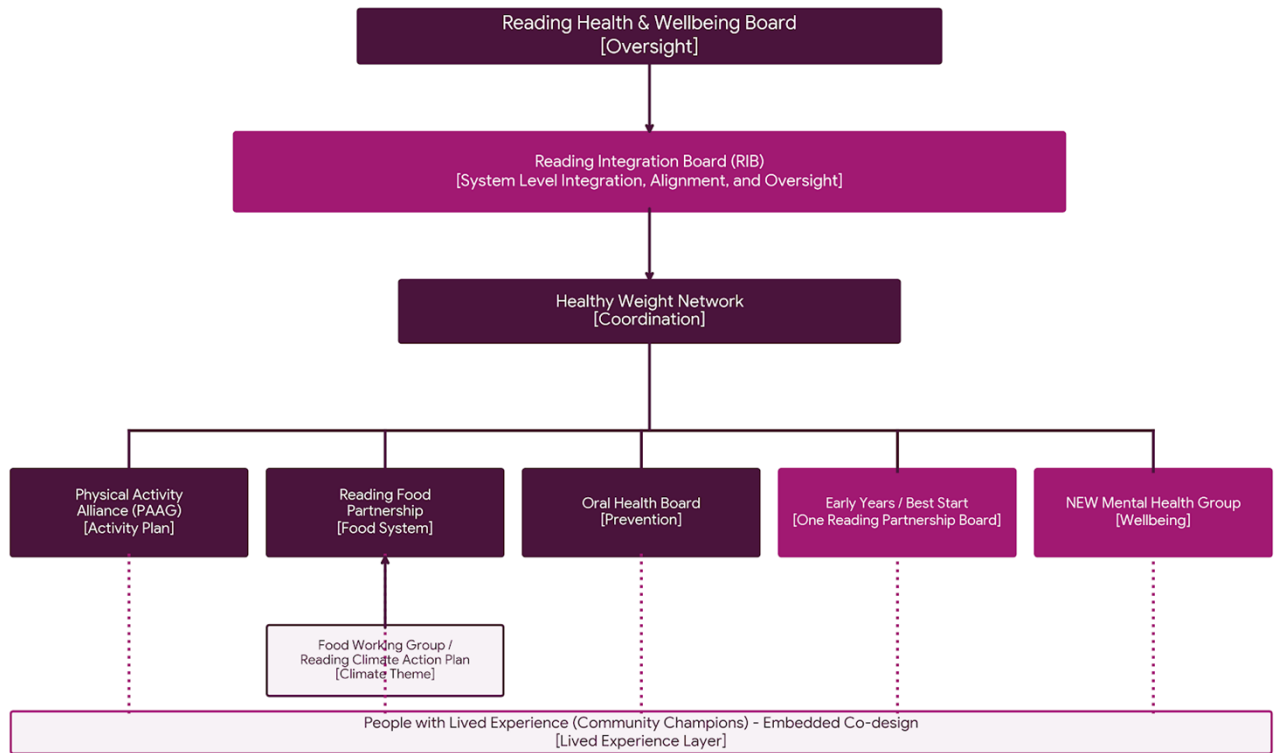


Appendix C. Governance Structure and System Context

Governance Overview

Proposed Reading Whole Systems Approach to Healthy Weight Strategy
Governance Structure (Draft)



The governance model ensures:

- Strategic oversight by the Health and Wellbeing Board
- System coordination through the Healthy Weight Network
- System integration and alignment through the Reading Integration Board (RIB)
- Delivery via existing partnerships

Governance Structure

Level 1: Strategic Oversight

- Reading Health and Wellbeing Board

Level 2: System Integration and Alignment

- Reading Integration Board (RIB)

Level 3: System Coordination

- Healthy Weight Network

Level 4: Delivery Partners and Subgroups

- Physical Activity Alliance Group

- Reading Food Partnership
 - Food Working Group / Reading Climate Action Plan
- Oral Health Board
- One Reading Partnership (Best Start in Life)
- Mental Health Group
- Reading Borough Council internal teams

Key Features

- System-led delivery
- Integration with existing structures
- Strong focus on prevention and inequalities
- Embedded lived experience
- Inclusion of mental health

1.1. Governance and System Leadership Detail

- 1.2. A strengthened governance model has been developed and refined following feedback from stakeholders, including the Health and Wellbeing Board workshop and the Whole Systems Healthy Weight Network. This ensures the approach is fully aligned with system priorities, promotes integration, and provides clear accountability for delivery.
- 1.3. The Health and Wellbeing Board will provide strategic oversight and system leadership for the Whole Systems Approach to Healthy Weight Strategy. This includes:
 - Setting the strategic direction and maintaining alignment with Health and Wellbeing Board priorities.
 - Receiving regular progress updates.
 - Providing collective system leadership to unblock barriers and reduce siloed working.
 - Championing a Health in All Policies approach across partner organisations.
- 1.4. Beneath this, a Whole Systems Healthy Weight partnership which will act as the central “engine room” for delivery, bringing together strategic coordination, integration and operational leadership across partners. This includes:
 - The Healthy Weight Network, providing multi-agency system coordination, shared accountability, and oversight of delivery.
 - An operational delivery function, supporting implementation, monitoring progress, and coordinating delivery partners.

In parallel, the Reading Integration Board (RIB) provides system-level integration, alignment, and oversight across health and care, ensuring that the Whole Systems Approach to Healthy Weight is embedded across health and care and within broader system priorities and transformation programmes.

RIB will:

- Ensure alignment between Healthy Weight priorities and NHS, local authority, and integrated care system objectives
- Provide a platform to influence system-wide decision-making, including resourcing, commissioning, and service transformation
- Support integration across pathways, including prevention, treatment, and wider determinants (e.g. mental health, maternity, long-term conditions)
- Help to remove system barriers and unblock delivery issues that require multi-agency resolution
- Enables Healthy Weight to be embedded within existing programmes and partnerships, avoiding duplication and additional governance burden

- 1.5. Delivery of the strategy is planned through existing partnerships and system groups, rather than creating new structures, alongside partnership working where groups do not exist. These include:
- Physical Activity Alliance Group (PAAG)
 - Reading Food Partnership
 - Oral Health Board
 - One Reading Partnership (Early Years / Best Start in Life)
 - Reading Obesity Group (clinical and specialist input)
 - Reading Borough Council internal teams
- 1.6. In response to stakeholder feedback, the governance model has been strengthened to ensure that mental health is explicitly integrated and visible within the system, recognising its critical role in both the causes and consequences of unhealthy weight. Links with a dedicated Mental Health Group explored for inclusion within the governance structure, ensuring stronger alignment across physical and mental health priorities and supporting a more holistic, person-centred approach.
- 1.7. Across all levels of the governance structure, lived experience will be embedded through community champions and co-design approaches, ensuring that the voices of residents shape both strategic direction and delivery. This reflects a commitment to inclusive, culturally appropriate, and community led solutions.
- 1.8. This model ensures that delivery is:
- System led and partnership driven
 - Integrated across services and sectors
 - Focused on prevention and inequalities
 - Accountable to the Health and Wellbeing Board

See Appendix D for the Full Foresight Obesity System Map which illustrates the complex, interconnected drivers of obesity. (*Source: Government Office for Science, Tackling Obesities: Future Choices - Obesity System Atlas, 2007*)