

Slough Wellbeing Board

Annual Report

2016/17

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Foreword

Welcome to the second Annual Report of the Slough Wellbeing Board. This report covers the period from May 2016 to April 2017.

The Board works towards achieving the best health and wellbeing outcomes for the residents of Slough. Our vision is to make Slough a place where “people are proud to live, where diversity is celebrated and where residents can lead safe, fulfilling, prosperous and healthy lives.”

The issues of health and wellbeing affecting residents in the town are many and varied, however, to ensure the Board meets its aim it is important there is a clear focus with defined priorities and outcomes. The Board’s new Joint Wellbeing Strategy was published in September 2016 and sets out our agreed direction of travel, based on a refreshed Joint Strategic Needs Assessment and with a renewed focus on the Board’s statutory and local strategic partnership functions.

This report summarises the work that the Board has overseen to deliver our statutory responsibilities and the local priorities we have set in our Wellbeing Strategy.

I would like to thank all Board members both past and present for their commitment to moving the town’s health and wellbeing agenda forward.

I look forward to working with colleagues on this challenging agenda over the coming months to realise the opportunities we have in Slough and improve the health and wellbeing of our population.

Councillor Sabia Hussain
Chair of Slough Wellbeing Board

Section 1: Introduction

Slough Wellbeing Board has a commitment to openness and transparency in the way that the Board carries out its work and is accountable to local people. This includes a commitment to annually review progress against the Board’s ambition to reduce health inequalities and improve health and wellbeing outcomes across the town. This annual report sets out a review of the Wellbeing Board’s progress over the last year and sets the context for the work of the Board during the year ahead.

Section 2: About the Slough Wellbeing Board

The Slough Wellbeing Board was formally established as a statutory committee of the council in April 2013; in accordance with the legislation passed in the Health and Social Care Act 2012.

The purpose of the Slough Wellbeing Board is to:

- Improve health and wellbeing
- Reduce gaps in life expectancy across Slough
- Focus on the wider determinants of health, such as education and training, housing, the economy and employment and

- Commission better, more integrated and efficient health and social care services.

The Board has a series of statutory responsibilities duties which are set out at Appendix 1.

Membership

In Slough we have taken a decision to widen membership beyond the statutory requirements. The Board has sought to ensure it is able to play a more strategic role so that it can have genuine influence and set direction. We have therefore called our overarching partnership the Slough Wellbeing Board rather than the Health and Wellbeing Board as our arrangements go beyond statutory requirements.

The current membership (as of April 2017) is as follows:

- Slough Borough Council
- NHS
- Slough Clinical Commissioning Group
- Slough Children's Services Trust
- Healthwatch Slough
- Thames Valley Police
- Royal Berkshire Fire and Rescue Service
- Slough Council for Voluntary Service
- Business sector

Decision-making

The Board is subject to the same openness and transparency rules as other committees of the Council. All meetings are held in public and all of its agendas, reports and decisions are available to view on the Council's website at:

www.slough.gov.uk/moderngov/ieListMeetings.aspx?Committeed=592

The Board is also subject to scrutiny through the Council's Health Scrutiny Panel. Information about this Committee is available to view on the Council's website at:

www.slough.gov.uk/moderngov/mgCommitteeDetails.aspx?ID=105

How the Wellbeing Board works with the key partnership groups in Slough

The Board works closely with the following:

- Health and Social Care Priority Delivery Group
- Safer Slough Partnership
- Slough's Local Safeguarding Children's Board
- Slough's Adult Safeguarding Board

Each of these partnerships contributes to the delivery of various aspects of the Slough Wellbeing Strategy. Updates on their work have been included in the Wellbeing Strategy Priorities section of this report.

The Wellbeing Strategy 2016 – 2020 explains there is a wider partnership network operating across the town which the Board is seeking to better coordinate. To that end the Board held the first Slough Partnership Conference in September 2016 to strengthen partner relations and working.

Section 3: The Health and Wellbeing Context

According to the Public Health England Health Profile for Slough published in June 2016 the health of people in Slough is varied compared with the England average.

- Total life expectancy in Slough is improving: Men are expected to live on average until 78, while women are expected to live until 82. These rates are broadly similar to the average English rates of 79 for men and 83 for women.
- However, healthy life expectancy across the town is worsening: women on average live the last 24 years of their life in poor health (compared to 20 years in England), while men live the last 18 years of life in poor health (compared to 16 years in England). This means men live shorter lives on average than women in Slough, but they spend a higher proportion of their lives in good health. There are also large disparities between the most and least deprived parts of the town: Life expectancy is 4.5 years lower for men and 3.8 years lower for women in the most deprived areas of Slough, compared to the least deprived areas.
- Whilst deprivation is lower than average, about 19.5% (6,600) children live in poverty.
- Obesity in children in Year 6 is worse than the average for England.
- Levels of GCSE attainment, breastfeeding and smoking at time of delivery are all better than the England average.
- There are a significantly lower percentage of physically active adults in Slough than the regional and England averages.
- The rate of smoking related deaths and estimated levels of adult smoking are also worse than the England average, as are the rates of TB and late diagnosis of HIV.
- Diabetes is also significantly higher than the England average amongst adults.
- The take up of cancer screening programmes and preventative programmes in Slough is poor.
- Death rates for cardio vascular disease (CVD) in Slough are significantly higher than the rest of Berkshire, the south east and England– although death rates do appear to be falling at least as fast as the rest of the country.
- The prevalence of mental health conditions is on the rise in Slough – however a significant number of people do not seek help/access services. There are also high levels of substance and alcohol misuse.
- As people live longer the health and care needs of Slough’s older people are predicted to increase.
- Social isolation, depression and dementia rates are also steadily increasing across the town.

More information on the JSNA can be found here - www.slough.gov.uk

Section 4: Highlights of progress overseen by the Wellbeing Board

Between May 2016 and April 2017 the Board met six times in public. The section below sets out highlights of the work undertaken against the Board's statutory responsibilities and against the four priorities of the Wellbeing Strategy 2016 – 2020.

Statutory responsibilities

Joint Strategic Needs Assessment (JSNA)

Over the course of the past four years work has been ongoing to refresh Slough's JSNA; this included a light refresh of key data in 2016 and the document being published online. An easy to read summary version of the JSNA using infographics was also published and is available at: www.slough.gov.uk/council/joint-strategic-needs-assessment/. Work has also taken place on a number of more in depth needs assessments around a variety of topics including the recommissioning of major services such as Sexual Health, our Cardiovascular Prevention Programmes and the 0-19 Public Health Services. These findings were also taken into consideration when we refreshed our Joint Wellbeing Strategy for 2016 - 2020.

Refreshing the Joint Wellbeing Strategy

Following a number of workshops in 2016, the Board undertook a strategic review of its 2013 – 2016 Wellbeing Strategy and the priorities that underpinned it. This review set out to assess the progress of the Board over its three years in operation and to decide whether a new set of priorities were needed for the future. Having reviewed the evidence and following comments and feedback from Board members and key partners, four new priorities were agreed and have been used to develop the refreshed Wellbeing Strategy for 2016 – 2020:

1. Protecting vulnerable children
2. Increasing life expectancy by focusing on inequalities
3. Improving mental health and wellbeing
4. Housing

For each of these priorities the Wellbeing Strategy explains why it is important; what the Board hopes to achieve by tackling it and what it and others will collectively do to address it in the year ahead. These priorities are not set in stone and we will review our approach annually and check whether there is a need to focus on different priorities for the next year. Progress towards the Board's refreshed strategic priorities is outlined in the next section. More information on the Strategy can be found here - www.slough.gov.uk/council/strategies-plans-and-policies/slough-joint-wellbeing-strategy.aspx

Slough Clinical Commissioning Group's (CCG's) Commissioning Intention Plans for 2017/18 and 2018/19

In November 2016 the Board were given the opportunity to scrutinise Slough Clinical Commissioning Group's (CCG's) Commissioning Intentions for 2017/18 and 2018/19 for the town. The report outlined the approach the CCG was taking to develop the 2017/18 to 2018/19 Operating Plan, including the development of strategic priorities, and commissioning intentions at both a CCG and Sustainability and Transformation Plan (STP) level. It sets out, at a high level, the commissioning intentions of three East Berkshire Clinical Commissioning Groups (CCGs) (including

Slough's) for the period April 2017 to March 2019, which were subsequently submitted to NHS England (NHSE) in December 2016 for approval. This plan will shortly be amended following further publication of the NHS England planning guidance and to reflect ongoing discussions with partners within the STP as the priorities and work streams emerge throughout 2017/18.

In the meantime, work continues on the development of the CCG's 5 Year Plan strategic priorities, which were shared with the Board in 2017. Progress against these plans will continue to be reported to the Board in accordance with its statutory responsibilities. More information on this Plan can be found here - www.sloughccg.nhs.uk/about-us/our-plans

Integration / partnership working

Throughout 2016/17 the Board has overseen the development and delivery of a number of ambitious plans for local health and social care integration which will underpin the town's ambitions for the next five years. This has provided a unique opportunity for the Board to drive forward its ambitions around health and social care integration, and has required a new level of strategic leadership from the Board. Within this context, the Board's headline achievements during 2016/17 have included the following:

Playing a positive role in supporting the work of local partners to develop a local sustainability and transformation plan (STP) across the Frimley footprint

In October 2014 NHS England published the Five Year Forward View setting out an ambitious change agenda for the NHS to ensure sustainability for the future.

The Five Year Forward View looks to address:

- The health and wellbeing gap: getting serious about prevention.
- The care and quality gap: harnessing technology and reducing variation in the quality and safety of care.
- The funding and efficiency gap: match reasonable funding levels with wide-ranging system efficiencies

The NHS planning guidance sets out the requirement to develop a five-year place based STP, supported by an annual operating plan for each Clinical Commissioning Group (CCG). The Frimley STP (which covers the work of five Health and Wellbeing Boards, including Slough) sets the direction for local areas to achieve the ambitions of the Five Year Forward View. It provides a clear and powerful vision of integrated health and care provision across the local NHS system. The work of local Health and Wellbeing Boards, their JSNA's and Wellbeing strategies were central to the development of the Frimley STP and its priorities.

The STP provides an important opportunity for improving health and care services across the footprint. Slough Wellbeing Board will give high priority to proposals to integrate health and social care services more closely and invest in prevention in the year ahead. Leadership and governance of the STP at a local level will also need to be strengthened: to date the focus has been on planning, but the real challenge now lays in turning these plans into a reality. More information on the STP can be found here – www.sloughccg.nhs.uk/about-us/sustainability-and-transformation-plan

Supporting the implementation of the Better Care Fund and playing a strategic role in developing integrated health and care provision across Slough

The Better Care Fund (BCF) is a £8.76 million pooled budget between the Council and Slough's CCG. It is a government initiative to transform local health and social care services so that they work together to provide better joined up care and support. The aims and benefits of partners into this agreement are to:

- Improve the quality and efficiency of the Services;
- Meet the National Conditions and Local Objectives;
- Make more effective use of resources through the establishment and maintenance of a pooled fund for revenue expenditure on the Services;
- Reduce hospital admissions and delayed transfers of care; and
- Protect social care services.

Slough's BCF scheme has had a positive impact on reducing demand in respect of admissions to hospital, care home admissions and discharge from hospital. But like the rest of the country demand for hospital services has meant an increase in overall admissions. Local activity will continue to be monitored by the BCF programme and the Wellbeing Board in the year ahead The Board will continue to receive regular updates on the delivery of the BCF at future meetings. More information on the BCF can be found here – www.slough.gov.uk/council/strategies-plans-and-policies/slough-better-care-fund.aspx

Maintaining an up to date Pharmaceutical Needs Assessment

The Board is responsible for the production of a Pharmaceutical Needs Assessment (PNA) for Slough. A PNA sets out the needs for pharmaceutical services provided in the community by analysing health needs and current provision. The ultimate aim is to ensure that residents can access medicines, other products and services to help them live long and healthy lives.

The current PNA was approved by Board in 2015 and runs until 2018. It will be renewed during the course of 2017/18 with an updated document taken to the Board for endorsement in early 2018. More information on the PNA can be found here - www.slough.gov.uk/council/joint-strategic-needs-assessment/pharmacy-needs-assessment.aspx

Contributing to the safeguarding of local people

The Board received annual reports from both the Safeguarding Adults Board and the Local Safeguarding Children's Board. The key issues facing the Adult Safeguarding Board during this period included the identification and management of risk; working with people who self-neglect; mental capacity and the deprivation of liberty safeguards; and making safeguarding personal. Slough's Local Children's Safeguarding Board's (LSCB's) work programme during this period concentrated on implementing revised multi-agency threshold guidance for practitioners; introducing more effective processes on quality assurance; and taking action to strengthen the Board's oversight of its multi-agency response to children at risk of exploitation. More information about the work of these boards can be found at www.slough.gov.uk/council/strategies-plans-and-policies/slough-safeguarding-adults-board.aspx and www.slough.gov.uk/council/strategies-plans-and-policies/annual-reports-and-business-plans.aspx respectively.

Priorities in the Joint Wellbeing Strategy 2016 – 2020

This section provides a summary of the progress that has been made to achieve the four strategic priorities of the Wellbeing Strategy.

Priority 1: Protecting vulnerable children

The vast majority of children in Slough lead safe healthy lives and are well cared for. However, as in all communities, a minority of families need additional support at times and a number of children require specific action by agencies to ensure that they do not suffer abuse or neglect. The SLCSB plays a key role in coordinating the work of a range of statutory partners and agencies in helping, protecting and caring for children in Slough. It also has a responsibility to identify blocks and barriers to success across the whole system.

Key achievements:

- Establishing a Multi-agency Joint Improvement Board to drive the delivery of the Ofsted Delivery Plan for improving children's social care services in the borough. Key partnership achievements have included introducing a revised approach to corporate parenting with the new multi-agency Joint Parenting Panel that includes strong representation from the Reach Out! Group, establishing a Care Leavers Forum to ensure that the voice of young people is central to discussions about the services they receive and developing a multi-agency safeguarding hub (MASH) to significantly improve the ability to identify risk and allow for more focused and appropriate support to be provided for vulnerable children.
- Changing the Council's Constitution to enable Slough Borough Council and Slough Children's Services Trust (SCST) to chair the newly established Joint Parenting Panel, thereby enabling both to fulfil their statutory duties. Members now have sufficient and robust oversight (and understanding) of their corporate parenting role in Slough.
- Taking steps to strengthen the corporate strategic arrangements underpinning the leaving care service by developing, in partnership with young people, a new pledge to care leavers. This was followed by a relaunch of the Corporate Parenting Strategy and action plan last summer.
- Launching care leavers hubs and providing individual Personal Advisers with comprehensive bespoke training to improve local practice.
- The Troubled Families programme, with a lead worker co-ordinating the multi-agency teams, working towards agreed outcomes for identified families, saw 221 families achieve significant and sustained progress against all of their issues (identified at assessment stage).
- An award of £1.4m from the Department for Education to the Trust to introduce "enhanced hubs" and develop a new domestic abuse assessment response. These hubs will enable social workers, family support workers and the existing emergency duty team to provide sustained support to families outside traditional office hours.
- Two Ofsted monitoring visits have focused on improvements to the front door and services for care leavers, finding promising progress in both areas.

Other activity throughout 2016/17 included:

- Building a strong partnership between the Board, the LSCB and the Trust to effectively safeguard Slough's vulnerable children. The Trust's Chief Executive now regularly attends meetings of the Wellbeing Board.

- Developing a child sexual exploitation (CSE) strategy (which links to missing & child trafficking strategy and action plan 2015-17) and a multi-agency missing strategy and action plan 2015-17.
- Developing and launching a preventing female genital mutilation (FGM) strategy and action plan which sets out our coordinated, partnership approach to tackling FGM Slough.
- Since the summer of 2016, the Council and the Trust have together taken determined steps to raise their ambition for care leavers and embraced their role as corporate parents this has included promoting meaningful education, employment and training opportunities for young people. A new strategy is being developed to strengthen partnership arrangements in this area for both looked after children and care leavers.
- Refreshing Slough's Safeguarding People Protocol. This Protocol sets out the distinct roles and responsibilities of the Board, SLSCB, Slough Adults Safeguarding Board, Safer Slough Partnership, the Preventing Violent Extremism Group and the Joint Parenting Panel and the interrelationships between them in terms of safeguarding the people of Slough and the means by which effective co-ordination and coherence between the Boards will be secured. This Protocol can be found at www.slough.gov.uk/council/strategies-plans-and-policies/slough-joint-wellbeing-strategy.aspx.
- Delivering effective safeguarding awareness training to over 900 licensed hackney carriage and private hire drivers and operators taxi drivers across Slough.

Next steps:

- To develop and implement a new two year business plan for the LSCB.
- To finalise and promote our comprehensive education, employment and training offer for our looked after children and care leavers.
- To establish an Early Help Partnership Board and develop an early help strategy that sets out the partnerships expectations for delivering effective early help to all vulnerable children and young people living in Slough.
- To launch a number of local area collaboratives and build closer local working between schools, nursery providers, children centres, health services, family support services, and other key partners. This will enable us to deliver more effective interventions that support families, improve children's outcomes and reduce levels of inequality locally.
- The priority for the children's services improvement programme will be to fully embed and sustain the progress that has been made to date and drive further improvements to provide 'good' services for vulnerable children and young people in the borough.
- To work with partners across the local health system to enable young people to access consistent health advice and support, including effective mental health services.

Priority 2: Increasing life expectancy by focusing on inequalities

This priority recognises the importance of lifestyle factors on health, and the rising rates of certain long term conditions (such as cardiovascular disease and diabetes) in Slough and which can impact on premature death rates. Tackling premature mortality (i.e. deaths that occur before 75 years) is a key driver for improving life expectancy and healthy life expectancy across the town and also in reducing health

inequalities. In Slough, mortality rates from causes considered preventable are increasing in males (and are higher than the England average); while for females they are decreasing (and are similar to England average). Preventable deaths are also more common in men.

In order to make a difference to residents' health and their subsequent need for health care, the Board (in close collaboration with the Health and Social Care PDG) has started to identify and champion a range of approaches and initiatives to tackle the risk factors that drive ill health, promote positive actions that address entrenched habits and lifestyles and actively encourage individuals and communities to take more responsibility for their own health.

Key achievements:

- Life expectancy at birth (for men) increased from 75 to 79 years between 2003 and 2015 (last reported figure)
- 70% of residents thought their GP opening times were convenient and 80% were able to get an appointment to see or speak someone in 2015/16 (compared to 64% and 76% in 2014/15).
- 55% of residents felt supported to manage their own condition in 2015/16 compared to 52% in the previous year.
- The number of people managing their social care support via direct payments also increased from 200 in 2015 to 325 people in less than a year. These payments help people live independently with more choice and control over the care and the support they need.
- There has been a noticeable drop in the rate of smoking prevalence in adults, from 22% to 18% between 2012 and 2015. Deaths from lung cancer between 2007 and 2009 and 2012 and 2014 also fell from 72.6 to 59.5 per 100,000 (as did new registrations for lung cancer).
- An increase in the number of health checks carried out each year is helping to improve early detection rates for certain conditions such as diabetes and high blood pressure.
- More than 1000 people were invited to take part in the National Diabetes Prevention Programme's 18 week free lifestyle courses, more than anywhere else in the country.
- Slough went from 145th in the country for levels of activity to 95th - with 79 % of the population now taking part in regular healthy activities.

Other activity throughout 2016/17 included:

- Receiving the Annual Report 2016/17 from the Strategic Director of Public Health in March 2017. This report provided the Board with an expert, independent overview of the causes of early deaths (< 75 years) which can lead to inequalities in outcomes for some of our communities and made a number of recommendations for action based on evidence from national, regional and local sources. This report can be found at www.slough.gov.uk/moderngov/ieListDocuments.aspx?CId=592&MId=5683&Ver=4 .
- Restructuring the Health and Social Care Priority Delivery Group and its priorities so that the Group's work programme and activities better align with, and helps support the delivery of the Wellbeing Board's new Wellbeing Strategy.

- Starting to develop our first integrated three year prevention strategy to improve the health and well-being of local people. The Care Act (2014) emphasises the importance of a shift in service provision towards preventive services, with the aim of preventing, reducing and delaying the need for care and this strategy will outline our approach.
- Signing up the World Health Organisation's 2016 antimicrobial resistance campaign to encourage best practice amongst the general public, health workers and policy makers and avoid the further emergence and spread of antibiotic resistance.
- All GP surgeries in Slough hosted an open day in June 2016 to enable patients to share their views on how local health services could be improved. On the day over 1,200 patients completed a short health survey, the results of which are now being used to commission services that meet local needs.

Next Steps:

- To host a thematic debate on this priority in July 2017.
- To finalise and implement prevention, drug and alcohol and diabetes prevention strategies for the town.
- To make it easier for residents to access lifestyle improvement programmes and step down help from hospital easier through Cardiowellness4Slough.
- Ensure this single point of access triages and refers people through a wellbeing hub to the right programmes for them, and reports on a common set of outcomes across a range of agencies.
- Continue to support the implementation of Frimley STP, by providing a 'confirm and challenge' function, ensuring that the STP is aligned with the priorities set out in both the Wellbeing Strategy and the JSNA. The Board will also apply this 'confirm and challenge' approach to the forthcoming implementation of the STP, particularly with regard to the pace and readiness of the individual programmes of work within it.
- To address the issue and needs of rough sleepers (living on the streets) as part of a wider health prevention strategy.
- To develop and implement a Low Emission Strategy that reduces emissions (mainly from vehicles) and improves local air quality.

Priority 3: Improving mental health and wellbeing

This priority responds to the high levels of poor mental health and wellbeing in the town that impacts on the general health and aspirations of individuals and families as well as the town as a whole. Only a small proportion of mental ill health is dealt with within specialist mental health services, so a range of preventative and alternative responses is vital, and these responses need to adapt to the needs of communities and Slough's increasingly diverse population.

The Board's approach to improving mental health and wellbeing includes improving access to information, training and support on maintaining good mental health for workers, volunteers and communities; supporting and strengthening community assets to support self care (primary prevention) and ensuring service users are involved in planning their own care (tertiary prevention).

Key achievements:

- Providing bespoke mental health awareness training for around 6,000 Thames Valley Police staff, including police officers, PCSOs, station and duty staff and special constables.
- Enrolling over 900 students on courses run by the Slough Recovery College in the past two years. These courses help to build confidence, life skills and resilience. A number of these students have also gone on to become peer mentors and are helping to provide much needed support for other people who are experiencing mental health difficulties in the community.
- Introducing a new mental health street triage service (in collaboration with Berkshire Health Care Trust and Thames Valley Police) in June 2016. Under this scheme, qualified medical professionals attend all mental health related incidents that have been reported to the police. It ensures that those in crisis receive qualified medical help, while the officers present have access to on-the-scene advice from an expert to make informed decisions. This approach is helping to significantly reduce the number of people being 'sectioned' under section 136 of the Mental Health Act and means that those suffering a mental health crisis get the most appropriate care and treatment. The support of the Wellbeing Board was significant in achieving this piece of work.
- Reducing emergency hospital admissions for intentional self-harm from 172.9 per 100,000 population in 2014 to 162.2 per 100,000 population in 2015 (last recorded figure).

Other activity throughout 2016/17 included:

- Holding a thematic debate on this issue in January 2017. To read a summary of this discussion go to www.slough.gov.uk/moderngov/ieListDocuments.aspx?CId=592&MId=5661&Version=4.
- Supporting the launch of the campaign against living miserably (CALM) to reduce the risk of suicide among young men.
- Supporting the development of the Slough Recovery College.
- Supporting the development of Hope House, a sixteen bedded supported living unit in Slough (which has links to the Recovery College).
- Recognising and acknowledging the vital role that peer mentors play in service delivery and in co-facilitating psycho-educational groups within the Recovery College.
- Both the council's adult and older person's services have been proactive in developing carer's forums across the locality. This work with carers remains a key area of interest for the Board and will continue in the year ahead.
- Parity of Esteem funding led to the establishment of Consultant Lead Psychiatric Liaison Team at Wexham Park Hospital.

Next steps:

- Loneliness and isolation are a contributing factor to poor mental health problems. Research shows that 38% of people with dementia say that they are lonely, with a further 12% reporting they do not know if they are lonely. A third report that they had also lost friends after a diagnosis. GPs report that 1-5 elderly people a day visit their surgeries because they are lonely. The Board's direction of travel for the year ahead will therefore include a strong focus on loneliness and isolation across all age groups in Slough.

- Work has also begun to develop an overarching local suicide prevention plan for the town in line with Public Health England recommendations. The plan will identify opportunities and priorities for communication around mental health and wellbeing and will focus on suicide and self harm prevention.
- Continue to train professionals working with children and young people in mental health awareness and first aid so they can identify the triggers earlier and prevent issues from escalating.
- To improve the capacity of our Mental Health Urgent Care Services to deal with crises, including Early Intervention in Psychosis (EIP) and Child and Adolescent Mental Health Services (CAMHS).
- Dual Diagnosis remains a key area for future development as we forge closer links with local community services and NHS.
- Following the recruitment of a Specialist Dual Diagnosis Lead (at Slough Community Mental Health Team (CMHT) a new assessment process for all patients will be trialled in 2017.
- To refresh the town's Dementia strategy.
- To take a 'housing first' approach to meeting the future needs (rather than larger hostel type developments) of people with mental health problems (to be pursued as part of the council's forthcoming housing strategy).
- To develop a jointly funded and integrated in-house resource to help sustain individuals in their own homes and to meet their wider needs (as part of the council's forthcoming homelessness prevention strategy). If homelessness cannot be prevented, to work with individuals to ensure that appropriate support measures, including those around mental health and addiction, are in place to help resettle them successfully.

Priority 4: Housing

There is a close relationship between poor housing and poor health. Poor housing can also have a negative impact on a wider range of physical and mental health problems. Today most of the town's housing can be regarded as having good standards of sanitation, weatherproofing, ventilation and repair. However nationally it has been estimated that approx. 70% of negative health impacts occurs as a direct consequence of factors outside the formal health service. Housing improvements are therefore accepted as one of the most critical of these impacts. However, no one organisation has it within its gift to provide a whole solution.

Improving the health and social well being of our communities will take time and require an increased level of partnership working, not only with the health sector but also with private developers, statutory agencies, the voluntary and community sector, housing associations, our partners and residents themselves, if we are to deliver a range of housing and support services that meet the ambition and needs of our local people.

Key achievements:

- Playing a strategic role in helping to shape the future direction of the town's forthcoming housing strategy. This strategy will set out the (council's) vision and priorities to provide sufficient good quality housing to rent and buy in Slough over the next five years.
- Hosting a themed discussion on this issue at its meeting in September 2016. At this meeting the Board made a number of important recommendations in relation

to developing Slough's housing supply, including specific initiatives to enable independent living with appropriate support for a range of vulnerable groups (including those living with long term health conditions, elderly people, care leavers, people with mental illnesses and those with physical, sensory or learning disabilities) and key workers. The new (housing) strategy will be a key element in achieving that independence. To read a summary of this discussion go to

www.slough.gov.uk/moderngov/ieListDocuments.aspx?CId=592&MId=5616&Ver=4.

- Establishing Slough Urban Renewal (SUR), a joint venture between the Council and Morgan Sindall (MSIL) to develop new homes for both sale and rent across the town.
- Creating two new subsidiary housing companies (Herschel Homes and James Elliman Homes) to provide better more affordable homes for homeless households and key workers.
- Completing regeneration projects in Britwell and Milestone Housing on Ledgers Road and bringing seven long-term empty derelict properties back into use.
- Agreeing plans for 240 new houses (and leisure faculties) at the Slough Canal Basin.
- Reducing the number of households in bed and breakfast accommodation, from 46 in September 2015 to 21 a year later. By January 2017 the council had completely eliminated the use of bed and breakfast accommodation for families.
- Stabilizing the number of families in temporary accommodation at 316 as at March 2017.

Other activity throughout 2016/17 included:

- Receiving a presentation on how the town's new Local Plan 2016-2036 'issues and options' document is being developed and how the council will use this document to make important decisions about future planning applications and development projects across the town.
- The Board were specifically consulted on and provided valuable insight into what it thought were the major challenges facing the town and what the Local Plan should do to address them.

Next steps:

- To build on health and disability housing needs sections of the JSNA and undertake further detailed work with partners and stakeholders to examine what housing options that are required to best meet current and future demand and changing needs.
- To start new homes construction on a series of small sites to provide much needed council housing for people on the waiting list.
- Improve partnership working, particularly with the Council's Adult Services and, Public Health teams and Slough CCG, to develop services that allow elderly and disabled residents to live independently in their home and reduce the impact of poor housing on residents' health.
- To support the development of new delivery partnerships with the Trust, Public Health and Adult Social Care teams to maximize opportunities for specialist and alternative accommodation within Slough.
- In collaboration with the Trust, ensure there is an adequate supply of safe and secure accommodation for care leavers and a clear housing pathway.

- Work with the health sector and other agencies to review the council's Housing Related Support services and agree the best use of resources to meet joint strategic objectives.
- Support the development of a new Affordable Housing Policy, including the introduction of a "*Slough Living Rent*".
- Work with the health sector to monitor and address the health and care needs of vulnerable homeless people placed in Slough by other Local Authorities.
- Support the review of the Home Improvement Agency services (with the Adult Social Care team as commissioners), to agree the best service model and structure going forward to meet joint prevention objectives.
- Produce a plan to improve housing opportunities for key workers and develop a preventing homelessness strategy, older person's housing strategy and tenancy strategy in collaboration with clients, landlords, the voluntary sector and other partner agencies (once the new housing strategy has been finalised).
- Agree a new repairs, maintenance and investment contract for council homes that improve services and value for money for council tenants and leaseholders.
- Review the council's allocation scheme to ensure full account is taken of the needs of vulnerable people.
- To develop more specialist supported housing provision (including ensuring government grant opportunities are fully utilised) for disabled people in Slough.

Other achievements in 2016/17 included:

- Publishing a Forward Work Plan online to encourage better coordination of issues between the Board and other partnerships / Committees.
- Reorganising the Board's agendas so that more time is now provided for those items requiring discussion and decision and less time for those items which are for approval and information;
- Hosting its first annual Partnership Conference at The Curve. The conference, which is a component of the Board's strategic objective to build a strong local partnership through collaborations with Slough's multi-sector partners, provided participants with an opportunity to come together and receive information about the new Wellbeing Strategy and discuss recent developments, challenges and opportunities in Slough across the health and wellbeing sector. The event attracted over 60 participants that included a diverse group of community-based, nonprofit, public and private sector representatives. To read a summary of this event go to www.slough.gov.uk/moderngov/ieListDocuments.aspx?CId=592&MId=5616&Ver=4. A second conference will be held in September 2017
- Hosting a themed discussion on Engaging People at the Board's November meeting to look at public and community involvement in the work of the Board. The workshop represented an indispensable first step in understanding, from the standpoint of participants, both the problems and priorities for action within their target communities. Progress was also made in developing a better understanding of who the Board's legitimate 'stakeholders' might be, so that we can start to initiate an honest dialogue with these groups, identify the resources and skills that exist within the community and build community confidence and capacity. To read a summary of this discussion go to www.slough.gov.uk/moderngov/ieListDocuments.aspx?CId=592&MId=5635&Ver=4.

- Refreshing its Overarching Information Sharing Protocol to ensure information is shared consistently and securely between Board members. More information on this Protocol can be found at www.slough.gov.uk/council/strategies-plans-and-policies/slough-joint-wellbeing-strategy.aspx
- Publishing a Protocol which sets out the respective roles and statutory responsibilities of Board, Healthwatch Slough and the council's Health Scrutiny Panel and provides a framework for handling key issues and information between these Committees in light of their individual functions. More information on this Protocol can be found at www.slough.gov.uk/council/strategies-plans-and-policies/slough-joint-wellbeing-strategy.aspx
- Receiving a number of reports from Healthwatch Slough, including:
 - Healthwatch Slough Operating Plan 2016/17
 - The use of the Prime Minister's Challenge Fund, to increase access to extended hours appointments
 - The Use of Slough Walk In Centre at Upton Hospital by vulnerable people
 - The Big Food Fight – A Children's Quiz –young people's understanding and experience of health, wellbeing and related local services.
 - Quarterly Intelligence-Reports for 2016
 - Healthwatch Slough Annual Report 2015/16

Going forward it is proposed that the Wellbeing Board continue to receive and discuss Healthwatch Slough reports with the recommendations and progress updates being considered by the Health and Social Care Priority Delivery Group.

Section 5: Conclusion

This Annual Report summarises the work of the Board to improve health and wellbeing outcomes for people living in Slough. The approach is one founded on strong partnership working and an understanding that the challenges facing health and social care are too great for any single organisation to tackle alone.

Members of the Board are committed to working together to ensure Slough has the right strategic plans and partnership arrangements to face these challenges.

During the course of 2017/18 the Board will continue to strengthen its partnership structures to build on the work that has been done to date to improve the health and wellbeing of local people. The Board will use the findings of this Annual Report to review progress against the priorities in the Wellbeing Strategy and check that these remain the right areas of focus for the year ahead, refreshing these if the data and local context point to evidence for this. The Slough Wellbeing Board will consult on any changes that are required and will invite input from partners and stakeholders at the annual partnership event to be held in September 2017.

APPENDIX 1: The Wellbeing Board has the following statutory responsibilities (as set out in the Health and Social Care Act 2012):

- To prepare and publish a Joint Strategic Needs Assessment (JSNA) of the health needs of the people of Slough.
- To prepare and publish a Joint Health and Wellbeing Strategy (JHWS) for Slough.

- To give its opinion to the Slough Clinical Commissioning Group (the CCG) as to whether their Commissioning Plans adequately reflect the current JSNA and JHWS.
- To comment on sections of the CCG's Annual Report which describe the extent of the CCG's contribution to the delivery of the JHWS.
- To give its opinion, when requested by the NHS Commissioning Board, on the CCG's level of engagement with the Board, and on the JSNA and the JHWS.
- To encourage integrated partnership working between organisations that plan and deliver health and/or social care services for local people in the area.
- To work with partners to identify opportunities for future joint commissioning.
- To lead on the signing off of the Better Care Fund Plan (BCF).
- To publish and maintain a Pharmaceutical Needs Assessment (PNA).
- To give its opinion to the Council on whether it is discharging its duty to have regard to any JSNA and JHWS prepared in the exercise of its functions.
- To ensure that strategic issues arising from Slough's Adult Safeguarding Board and Local Safeguarding Children's Board inform the work of the Board.
- To receive the annual reports from the Slough's Adult Safeguarding Board and Local Safeguarding Children's Board and ensure that partners respond to issues pertinent to the Board.
- To exercise any Council function which the Council delegates to it.