

Date of issue: Wednesday, 18 January 2017

MEETING:	SLOUGH WELLBEING BOARD Councillor Sabia Hussain (Chair), Health & Social Care Commissioner Naveed Ahmed (Vice-Chair), Business Representative Nicola Clemo, Slough Children's Services Trust Mark Gaskarth, Royal Berkshire Fire and Rescue Service Ramesh Kukar, Slough CVS Lise Llewellyn, Strategic Director of Public Health Jo Moxon, Interim Director of Children's Services Dr Jim O'Donnell, Slough Clinical Commissioning Group Les O'Gorman, Business Representative Roger Parkin, Interim Chief Executive Colin Pill, Healthwatch Representative Rachel Pearce, NHS Commissioning Board Representative Alan Sinclair, Director Adult Social Services Superintendent Gavin Wong, Thames Valley Police
DATE AND TIME:	THURSDAY, 26TH JANUARY, 2017 AT 5.00 PM
VENUE:	JUPITER SUITE 1, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE 01753 875120

NOTICE OF MEETING

You are requested to attend the above Meeting at the time and date indicated to deal with the business set out in the following agenda.



ROGER PARKIN
Interim Chief Executive

AGENDA

PART I

Apologies for absence.



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CONSTITUTIONAL MATTERS

1. Declaration of Interest

All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 3 paragraphs 3.25 – 3.27 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 3.28 of the Code.

The Chair will ask Members to confirm that they do not have a declarable interest. All Members making a declaration will be required to complete a Declaration of Interests at Meetings form detailing the nature of their interest.

2. Minutes of the last meeting held on 16th November 2016 1 - 8 -

ITEMS FOR ACTION / DISCUSSION (40 MINS)

3. Local Plan (2016-2036) Issues and Options Consultation Document 9 - 16 All

THEMED DISCUSSION (60 MINS)

4. Improving mental health and wellbeing 17 - 18 All

FORWARD PLANNING (5 MINS)

5. Forward Work Programme 19 - 24 All

ITEMS FOR INFORMATION (10 MINS)

6. Frimley Sustainability & Transformation Plan - feedback from workshop held on 19th January 2017 Verbal Report All
7. Housing Strategy update 25 - 28 All
8. Community Engagement Update 29 - 38 All
9. Slough Wellbeing Board Annual Report 2016/17 39 - 48 All
10. Refresh of the Council's Five Year Plan 2017-2021 49 - 70 All



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SUMMARY (5 MINS)

12. What have we achieved tonight? - -

13. What do we want to achieve at the next meeting? - -

14. Date of Next Meeting - 29th March 2017 - -

Press and Public

You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before the Committee considers any items in the Part II agenda. Please contact the Democratic Services Officer shown above for further details.

The Council allows the filming, recording and photographing at its meetings that are open to the public. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings. Anyone proposing to film, record or take photographs of a meeting is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.



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Slough Wellbeing Board – Meeting held on Wednesday, 16th November, 2016.

Present:- Councillor Hussain (Chair), Naveed Ahmed (Vice-Chair), Iain Harrison, Ramesh Kukar, Dr Jim O'Donnell, Colin Pill, Alan Sinclair and Superintendent Wong

Also present:- Eric De Mello (Slough Children's Services Trust)

Apologies for Absence:- Councillor Munawar, Jo Moxon and Les O'Gorman

PART 1

24. Declarations of Interest

No declarations were made.

25. Minutes of the last meeting held on 28th September 2016

Resolved – That the minutes of the meeting held on 28th September 2016 be approved as a correct record.

26. Membership Report

The Board received an update report on a number of membership issues.

In view of the specific circumstances in Slough relating to the delivery of children's services, and the priority that the Board had given to the protection of vulnerable children in the refreshed Slough Joint Wellbeing Strategy, approval was sought to recommend to full Council that the Chief Executive of Slough Children's Services Trust be appointed to the Wellbeing Board. It was also reported that the Leader of Council had decided to nominate the Commissioner for Health & Social Care as the sole elected member on the Board for the remainder of the municipal year. The Board considered both matters, and agreed to recommend these changes to full Council at the meeting on 29th November 2016.

Members also noted that Jo Moxon had joined the Board as a statutory member following her appointment as the Interim Director of Children's Services and Mark Gaskarth was confirmed as the representative of the Royal Berkshire Fire & Rescue Service.

Recommended to Council –

- (a) That the Chief Executive of Slough Children's Services Trust be appointed to the Slough Wellbeing Board.
- (b) That the nomination of the Leader of the Council that the Commissioner for Health & Social Care be the sole councillor

representative on the Slough Wellbeing Board be noted, and that the membership of the Board be adjusted accordingly.

Resolved –

- (c) That it be noted that Jo Moxon, Interim Director of Children's Services had joined the Board as a statutory member.
- (d) That it be noted that Mark Gaskarth be confirmed as the representative of the Royal Berkshire Fire & Rescue Service.

27. Improving Mental Health and Wellbeing

The Board considered a report that sought input to help shape the actions being developed for delivery of the mental health profiles in the next five years, mainly in relation to the identified gaps and areas of concern set out in section 6 of the report. The discussion would help focus the Board's themed discussion on mental health at the meeting on 26th January 2017.

Members discussed several identified gaps including the impacts of loneliness and isolation on mental health; the future development and capacity of the Slough 'Recovery College'; the responsibilities of employers to support their employees experiencing mental health issues; and the additional actions to address the rate of suicides locally.

At the conclusion of the discussion the specific issues identified for consideration at themed discussion in January should include:

- Dual diagnosis of mental health problems related to substance misuse and alcohol misuse, including the links to the Housing Strategy.
- The strategic role of the SWB; and
- What more could the Board do to promote the Mental Health 4 Life programme to local employers?

Resolved –

- (a) That the report be noted.
- (b) That the Board give further consideration to the identified gaps and issues as part of the themed discussion at the next meeting.

28. Slough Local Safeguarding Children's Board (SLSCB) Annual Report for 2015/16

The Independent Chair of Slough Local Safeguarding Children's Board (SLSCB), Nick Georgiou, introduced the Annual Report 2015-16 and updated members on more recent progress since April 2016. Mr Georgiou, who also chaired the Adults Safeguarding Board, had recently succeeded Phil Picton as the Independent Chair.

Mr Georgiou summarised the key aspects of the report including the actions undertaken in response to the six Ofsted recommendations and the progress on addressing the six themes in the Business Plan 2016-17. This included the agreement and implementation of revised multi-agency threshold guidance; more effective processes on quality assurance; and action to strengthen LSCB oversight of the multi-agency response to children at risk of exploitation. Mr Georgiou highlighted the importance of putting in place a funding agreement to ensure the LSCB was sufficiently resourced to undertake its core business.

The Board discussed the potential further improvements that could be made to the training provided to ensure it was properly co-ordinated with the programmes provided by individual partners. As part of a wider discussion on engagement, attendance at Board meetings was raised and it was agreed that further information be circulated on the reasons for the low attendance of the primary school representative on the Board. Members noted and welcomed the strengthened relationship between the SLCB and Slough Children's Services Trust.

Other issues raised included the issue of children out of education and the work of the Improvement Board. Mr Georgiou was asked about the timescales for delivery of the action plan and it was responded that the plan would be refined after further multi-agency work. A further progress report could be considered by the Slough Wellbeing Board before the next annual report was produced next Autumn and it was agreed that an information report detailing progress be submitted to the Board in May 2017.

Resolved –

- (a) That the Slough Local Safeguarding Children's Board 2015-16 Annual Report be noted.
- (b) That the Board receive an Information Report in May 2017 providing an update on the progress being made in implementing the delivery plan.

29. Protocol for Relations between Slough Wellbeing Board, Healthwatch Slough and Health Scrutiny Panel

A report was considered that sought agreement of the principles of a draft protocol between the Slough Wellbeing Board, Healthwatch Slough and the Council's Health Scrutiny Panel.

The draft protocol had been discussed with Healthwatch and the chair of the Health Scrutiny Panel. It was recognised that the protocol may need to be revised to reflect the decision making processes of partners, particularly the Council, and on occasions the CCG, to ensure that the flow of reporting and approval was properly co-ordinated. In view of the significant current issues such as the Sustainability & Transformation Plan and the integration of health and social care, it was important that the governance and scrutiny arrangements were clear and understood by partners.

At the conclusion of the discussion, the Board approved the general principles of the draft Protocol.

Resolved – That the general principles set out in the draft Protocol, as attached at Appendix A to the report, be agreed, subject to any final amendments from members.

30. Refresh of the Board's Safeguarding People Protocol

The Board considered a report seeking approval of the general principles of a protocol between the Slough Wellbeing Board, Slough Local Safeguarding Children's Board, Slough Adults Safeguarding Board, Safer Slough Partnership Board, Preventing Violent Extremism Group and the Joint Parenting Panel.

The draft set out in Appendix A to the report was a refreshed version of the protocol adopted in 2015 and was based on consultation with the chairs and lead officers of the relevant bodies. The protocol would be considered at relevant meetings of each of the signatories for approval. The Board recognised the importance of ensuring the strongest possible relationships the bodies and partnership listed and agreed to the general principles of the protocol.

Resolved – That the general principles set out in the draft Protocol, as at Appendix A to the report, be agreed subject to any final amendments from members.

31. Engaging People - public and community involvement

The Board held a themed discussion on engaging people to share ideas and feed into the work to develop the way in which partners engaged and worked with communities. The Council's Head of Wellbeing and Community Services, Ketan Gandhi, gave a presentation titled 'Developing a one Slough approach to working with our communities' that set out some of the current work being undertaken and plans to help better equip communities to have a role in contributing to their wellbeing.

Slough had good foundations for community engagement with a strong voluntary sector, emerging youth voice and examples of good practice across public sector partners. However, it was recognised that more could be done jointly to co-ordinate and share activity to maximise the impact of engagement. The work being undertaken by the Council in Manor Park was used as an example of the new approach to develop a 'one council approach' to working with communities, ensure linkages to wider initiatives and 'putting people first'. The approach sought to work together across Council departments and use existing mechanisms where possible. It was expected that the Council's approach would be in place by the end of January and then expanded more widely with other partners where appropriate. The Chair highlighted that engagement had been a key priority for the new leadership of

the Council and the Leader was now active on social media and was seeking to reach out to and listen to communities.

The Board had a wide ranging discussion during which partners cited a number of examples that they felt had been particularly effective in engaging people and identified several areas in need of improvement. These included too many cases of poorly designed consultations; uncoordinated activity between partners and at times a 'tick box' culture. It was recognised that the techniques used to engage people needed to be carefully thought through to ensure they were effective in meeting the aims of the consultation or engagement, and that people engaged felt it had been a positive and useful experience in which their voice had been heard. The Board was made aware of the 'think local act personal' ladder of co-production and it was agreed that a copy be circulated to Board members.

The recent success of the Slough Youth Parliament was cited as an example of what could be achieved by working with people to help them play a more active role in the local community. The Board discussed the factors that had contributed to the development of the Youth Parliament and agreed that communication, clearly defined roles and encouraging young people to take ownership were all important features. Other recent and current examples included work to improve the Children in Care Council and the engagement people with learning disabilities and their families in the reconfiguration of day centre services including the closure of the Elliman Centre.

It was acknowledged that there were many practical challenges to engagement and that some partners were more effective than others. The experience of engagement in health was considered and it was noted that that data from the National Patients Survey often showed that people's perceptions of the service did not match the reality. For example, access to GP services in Slough was comparatively better than many neighbouring areas but the survey data indicated that that was not patient's perception. Communication and engagement was therefore crucial in shaping public opinion and expectations.

The Board also felt that more could be done to celebrate success and highlight examples of good practice. It was felt that the SWB annual conference would be a good opportunity to showcase some of the excellent work being undertaken. At the conclusion of the discussion, it was proposed and agreed that the Board arrange a separate follow up session focused on community engagement to take forward the discussion and identify some common areas where further joint working could be effective.

Resolved –

- (a) That the Board hold a follow up session on community engagement to focus on identifying and sharing best practice.

- (b) That the Chair, Vice-Chair and other relevant partners meet to consider any further practical steps to further promote the improvement of community engagement practice across the partnership.

32. Forward Work Plan

The Board considered its Forward Work Plan for forthcoming meeting. It was agreed that discussion take place with the CCG about the timing for the Commissioning Intentions and Plan in next year's work programme.

It was also agreed that Local Plan documentation be circulated to the Board in advance of agenda for January 2017.

The following amendments were made to the Work Programme:

- Draft Prevention Strategy to be moved to March.
- 1st Draft of SWB Annual Report to be an information item only.

Resolved – That the Forward Work Programme be noted.

33. Frimley Sustainability & Transformation Plan

The Interim Director of Adult Social Services updated the Board on the current position regarding the Frimley Sustainability & Transformation Plan (STP). The plans would shortly be published and would be circulated to members of the Board. The STP could unlock transformation funding if and when approved by NHS England.

There would be a series of briefing and engagement events following publication and partners were encouraged to attend and participate in such sessions. It was proposed and agreed that the Board hold a joint workshop with the Health Scrutiny Panel to consider the specific implications of the STP for Slough.

Resolved –

- (a) That the update be noted.
- (b) That the STP be circulated to the Board upon publication; and
- (c) That a joint session be arranged between the Wellbeing Board and Health Scrutiny Panel to give further consideration to the local implications of the STP.

34. Better Care Fund Quarterly Report

The Board considered a noted an information report that set out the mid-year position on the Better Care Fund (BCF) programme for 2016/17.

Resolved – That the information report be noted.

35. Slough CCG Commissioning Intentions and the Operating Plan

The Board considered and noted the report on the Slough Clinical Commissioning Group (CCG) Commissioning Intentions and Operating Plan. Dr O'Donnell summarised the key aspects of the report and members of the Board were invited to submit any specific comments directly to the CCG. As an annual plan, it was agreed that the timescales for next year be clarified to ensure it was included in the SWB Work Programme.

Resolved – That the report be noted and that members provide any feedback directly to Slough CCG.

36. Attendance Report

Resolved – That the report be noted.

37. Meeting Review

The Board reviewed key outcomes from the meeting and learning points for future meetings.

38. Date of Next Meeting

The date of the next meeting was confirmed as 26th January 2017.

Chair

(Note: The Meeting opened at 5.05 pm and closed at 7.47 pm)

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SLOUGH BOROUGH COUNCIL**REPORT TO:** Slough Wellbeing Board **DATE:** 26th January 2017**CONTACT OFFICER:** Paul Stimpson, Planning Policy Lead Officer, Slough Borough Council**(For all enquiries)** (01753) 875820**WARD(S):** All**PART I**
FOR COMMENT AND CONSIDERATION**LOCAL PLAN (2016-2036) ISSUES AND OPTIONS CONSULTATION DOCUMENT****1 Purpose of Report**

To seek comments on the Local Plan “Issues and Options” document, which is currently the subject of a six week public consultation exercise.

2 Recommendation(s)/Proposed Action

The Board is requested to note and comment upon Local Plan “Issues and Options” document (at Appendix 1).

3. The Slough Joint Wellbeing Strategy 2016 - 2020, the JSNA and the Five Year Plan**3a. Slough Joint Wellbeing Strategy Priorities**

The review of the Local Plan is directly linked to the following priorities in the Slough Joint Wellbeing Strategy:

- 3 Increasing life expectancy by focusing on inequalities
- 4 Housing

The key link between the Local Plan and the new Wellbeing Strategy is housing. The “Issues and Options” document gives top priority to meeting the housing need in Slough, which will mean building up to 20,000 new homes in or around the borough.

3b Five Year Plan Outcomes

The Review of the Local Plan will contribute to the following outcomes:

- 1 Slough will be the premier location in the South East for businesses of all sizes to locate, start, grow and stay.
- 2 There will be more homes in the borough with the quality improving across all tenures to support our ambition for Slough.
- 3 The centre of Slough will be vibrant, providing business, living and cultural opportunities.

4. **Other Implications**

- (a) Financial - There are no financial implications arising from the proposed action. The costs of the proposed consultation are being met from within existing budgets.
- (b) Risk Management

Risk	Mitigating action	Opportunities
Legal	No risks identified	
Property	No risks identified	
Human Rights	No risks identified	
Health and Safety	No risks identified	
Employment Issues	No risks identified	
Equalities Issues	No risks identified	
Community Support – There will be a need for a formal public consultation exercise.	A public consultation strategy will be developed.	
Communications	No risks identified	
Community Safety	No risks identified	
Financial	No risks identified	
Timetable for delivery – The review of the Local Plan is dependent upon a number of internal and external factors which could delay the time table.	Contingency plans for a delay to the timetable can be put in place.	
Project Capacity – The review of the plan will require additional resources.	A Project Plan for the Review of the Local plan has been produced, a budget secured.	
Other	No risks identified	

- (c) Human Rights Act and Other Legal Implications - There are no legal or Human Rights Act implications.
- (d) Equalities Impact Assessment (EIA) - Not applicable at this stage in the Plan's preparation process.

5. **Summary**

This item provides members with an update on:

- The review of the Council's Local Plan; and
Public consultation on the "Issues and Options" document.

6. **Supporting Information**

6.1 The Government requires all Local Authorities to have an up to date Local Plan that sets out how many homes it will provide, and its approach to permitting new development. We have reached an important stage in the Review of the Local Plan which involves producing an "Issues and Options" document. It is important to note that this is not a draft plan but a discussion document which is being put forward for public consultation.

Aim of the Plan

6.2 At its simplest the Local Plan wants to make Slough a better place for Slough people. We also recognise that it has an important role to play within the region and want Slough to continue its role as a thriving commercial centre.

6.3 Slough has been very successful in accommodating growth in the past and we want it to continue to do this for the benefit of future generations. Most of the new housing and facilities that we are proposing are required to meet the needs and aspirations of our existing population and so it is important that it takes place in a way that supports our local communities.

6.4 We want to enable our residents to improve their health, wealth and well-being, and establish the reputation of the town as a place where people '*choose to work, rest play and stay*'. One of the key words within this statement is that we want Slough to be a place where people want to stay. Our aspiration is to make Slough a place where people have everything that they need to be able to 'live locally' and are able to stay throughout the various stages of their life.

Objectives

6.5 In order to achieve our vision for Slough we have identified 14 objectives. One is to meet the need for around 927 new houses a year in or around Slough and the second is to create 15,000 new jobs over 20 year period.

The Big Strategic Issues

6.6 The "Issues and Options" consultation document (at appendix 1) identifies the following big strategic issues for Slough:

- *How can we meet as much of our Objectively Assessed Housing Need of 927 dwellings a year as close as possible to where these needs arise?*
- *How we can offer a wide choice of high quality housing and create balanced communities?*
- *How can Slough maintain its role as an economic "powerhouse"?*
- *How can we support the creation of an additional 15,000 jobs?*
- *How we can revitalise Slough town centre as a major retail, leisure and commercial centre?*
- *How can we get the maximum benefits out of the growth of Heathrow airport and mitigate for any adverse environmental effects?*
- *How can we enable our suburban areas to continue to absorb the growth in population without losing the distinctive character of individual neighbourhoods?*
- *How can we deal with the problems of traffic congestion to ensure that people can get around Slough?*
- *How can we enhance the quality of the built and green environment in Slough and improve the overall image of the town?*

6.7 The formulation of these issues and options has taken into account national and local policies, the results of all of the technical evidence that has been gathered and other existing strategies.

New Spatial Options for development

6.8 In order to provide more housing we have produced a number of strategic 'Spatial Options' to be put forward for public consultation , including:

- A. Expanding the centre of Slough (upwards and outwards)
- B. Expanding the Langley Centre (to include land around the railway station)
- C. Creating a new residential Neighbourhood on the Akzo Nobel and National Grid sites west of the Uxbridge Road
- D. Regenerating selected areas:
 - D1 - Canal basin
 - D2 – New Cippenham Central Strip
 - D3 – Chalvey regeneration
- E. Estate Renewal
- F. Intensification of the suburbs
- G. Redeveloping Existing Business Areas for housing
- H. Releasing land from the Green Belt for housing (edge of Slough)
- I. Releasing land from the Green Belt for Heathrow related development (in Colnbrook and Poyle)
- J. Expansion of Slough
 - J1 – Northern expansion into South Bucks (Garden Suburb)
 - J2 – Southern expansion into Windsor & Maidenhead (small sites)
- K. Building in other areas outside of Slough

6.9 More details of these options are set out in the Summary document at Appendix 1.

6.10 It is recognised that developing these options will be very difficult given the shortage of land in Slough and the level of congestion. Some of the options involve building outside Slough which is outside of our control. Not meeting housing needs locally would, however, increase overcrowding, homelessness and force people to move away from Slough. It would also reduce our ability to provide affordable housing.

6.11 The document makes it clear that it is important that we provide the right type of housing in order to create a balance community in Slough. This will mean providing housing of the right size, tenure and design. It will be important to provide more family housing and specialist accommodation. We will also have to insist upon making sure that new housing is well designed and meets minimum size standards.

6.12 We need to make the most of our diverse neighbourhoods to enable people to be able to live locally within their community which means providing facilities and creating an environment where people feel 'happy and at home' and they can meet many of their day to day needs without using their cars. Although housing may be the top priority it will be essential that all necessary physical and social infrastructure is provided to support residents.

6.13 The Local Plan will also have to plan for economic growth to ensure that there are sufficient jobs in Slough. The shortage of land means that new employment development will have to be focused in the town centre and close to Heathrow. We also need to halt the decline of the town centre as a shopping centre and revitalise it as a commercial and residential area where people choose to work and live.

6.14 To achieve all of this we will have to change the perceived image of Slough. One way in which we will do this is by insisting that all new development is high quality and well

designed. We will need to have a strategy for encouraging investment in the town and making sure that we get the best value for every pound that is spent in Slough.

6.15 It is recognised that the scale of growth being proposed to meet the needs of our population will add to congestion and, if not properly controlled, will have an impact upon the attractiveness and quality of environment. As a result the plan will have to find ways of mitigating these effects as far as is possible. This could include having to have policies which restrain the use of the private car so that more people use public transport or walk or cycle.

Next Stages for the Review of the Local Plan for Slough

6.16 The consultation on the “Issues and Options” document is mainly being carried out online (at www.slough.gov.uk/localplan). A consultation event for the public will also be held at The Curve on 13th February at 7pm.

6.17 It is important that we engage with as many stakeholders as possible and so any suggestions the Wellbeing Board may have as to how this can be done would be welcome.

6.18 Once we have taken account of the responses to the consultation and carried out the necessary technical work, we anticipate producing a “Preferred Options” Local Plan by October 2017.

7. Conclusion

7.1 The Local Plan is an important document for Slough. It sets out the kind of place the Council wants Slough to be and (once finalised) will be used to make decisions about planning applications and development projects for the next 20 years.

7.2 Comments are being sought on the “Issues and Options” document for the Review of the Local Plan and further reports to the Wellbeing Board once the “Preferred Options” document has been finalised can be provided as required.

8. Appendices

Appendix 1 – Planning for Slough’s Future: Summary of the Issues and Options Consultation document

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Find out more

To help understand the consultation we have produced a short magazine that summarises the challenges Slough faces and the options for addressing them, including proposals for development in some areas like Langley and the town centre.

A copy is available online, with paper copies at the Curve, Landmark Place and some community centres.

The full detailed consultation document, the 'Issues and Options consultation' and supporting technical information are available to view online and at the Curve, or by prior arrangement at St Martins Place, 51 Bath Road, opposite Montem Leisure Centre (email planningpolicy@Slough.gov.uk).

Join the discussion

- Visit our Facebook Page "Planning Slough's Future"
- Tweet us at @SloughCouncil using #Next20Years
- Come to our public consultation event at The Curve on 13 February at 7pm

Please note these forums are to encourage informal discussion about the Issues and Options so we will take into account the views expressed, but cannot respond to individual messages.

Take part

To take part in the statutory (official) consultation, please go to www.slough.gov.uk/localplan and fill in the online consultation form. You can also email us at planningpolicy@slough.gov.uk or write to St Martins Place, 51 Bath Road, Slough SL1 3UF.

"Slough is a fantastic place of opportunity. We're an economic powerhouse, in an excellent location, with a young, vibrant population.

However, we're not without our challenges - our population is growing fast and we have lack of space for new homes and businesses. Our Local Plan review is the chance to address these issues and find solutions to the challenges.

This is your chance to think about the big issues for Slough as a place to live, work and play and stay. Please share your ideas and possible solutions by sending in your comments."

**Councillor Sohail Munawar,
Leader of Slough Borough Council**

Planning Slough's Future:

**Issues and Options
Consultation
16 January–27 February 2017**



Do you care about what kind of place Slough will be in 20 years?

Now is the time to join the discussion about the issues that will shape our Local Plan (2016-2036). The Local Plan will be used to make decisions about planning applications and development projects in the future. So your views about how you want housing, jobs, the environment and other important issues to be shaped are important.

This consultation will end on Monday 27 February, so please make sure any responses are with us by then. You can find more information at www.slough.gov.uk/localplan

What big issues does the plan have to deal with?

Building new homes

In twenty years Slough's population is expected to have grown by more than 15%, and we will need around 20,000 new homes to accommodate our residents. Slough is already built up, so where should we build the new housing? How should we cater for the differing needs of people at different stages of their lives? How can we work to make housing more affordable?

These are the key questions that we in Slough need to think about. We have made some suggestions to meet the challenge:

- Redeveloping existing suburbs
- Releasing Green Belt land
- Changing land currently used for employment to housing
- Persuading our neighbours to allow house building outside the boundaries of Slough

If we cannot meet our housing need we risk increased homelessness and more crowded households.

The economy and town centre

We want to keep Slough as an economic powerhouse and revitalise the town centre. Slough has a diverse economy that has both local and national significance. Lots of skilled workers commute into Slough to work and studies have estimated that at least 15,000 jobs could be created in the next 20 years.

We need to ensure we have the right business sites, good transport and good communications in place for this to happen. We also know the government is in favour of building a third runway at Heathrow, which will involve big changes in Colnbrook and Poyle.

- How can we help more Slough residents take advantage of higher paid and higher skill jobs?
- How can we ensure Slough gets its fair share of benefits from the expansion planned at Heathrow?
- How do we protect the town centre's role in the face of changing shopping patterns?

Getting around Slough

Slough is in an excellent location and we want it to be one of the best connected places. But its transport network is under pressure, especially from congestion.

Many Slough residents travel short distances by car and new developments like Crossrail and Heathrow could put even more strain on our local road networks.

- How can we encourage people to take alternative modes of transport like public transport, cycling and walking?
- Is it reasonable to consider restricting some sorts of vehicle traffic through the town?

Good design and environmental standards

We need to ensure new developments are well designed and enhance Slough's reputation.

There are parks, open spaces and greenery in Slough. How can we balance the need for more housing with protecting our green space?

The potential expansion at Heathrow and population growth could lead to more pollution. How do we protect against air, noise and soil pollution?

Local government has an obligation to help tackle climate change. How can we encourage the development of low carbon technology and 'green' infrastructure, and adapt to risks of flooding?

SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board **DATE:** 26 January 2017

CONTACT OFFICER: Alan Sinclair, Interim Director Adult Social Care, Slough Borough Council

(For all Enquiries) (01753) 875752

WARD(S): All

PART I
FOR DISCUSSION**IMPROVING MENTAL HEALTH AND WELLBEING****1. Purpose of Report**

This report introduces a themed discussion for the Slough Wellbeing Board to share ideas and feed into the work being undertaken to develop mental health services in the borough.

2. Recommendation(s)/Proposed Action

The Slough Wellbeing Board is recommended to comment on the partnership's work to deliver mental health profiles in the borough for the next five years and consider the opportunities to extend this approach across the wider partnership.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan

Mental health is a key determinant of health and wellbeing and it is a priority in the new Wellbeing Strategy. It also reflects a number of key outcomes in the Five Year Plan. The JSNA is the basis of the benchmark for statistical analysis of mental health disorder in Slough. Implementing the mental health profiles across the borough would effectively ensure that the partnership is collectively working to achieve the priorities and outcomes in the Wellbeing Strategy and Five Year Plan.

4. Other Implications

(a) Financial – None.

(b) Risk Management – None.

(c) Human Rights Act and Other Legal Implications – There are none identified at this point.

(d) Equalities Impact Assessment – This will be undertaken as specific plans are developed to deliver the priorities.

5. Summary

This item provides members with an opportunity to:

- Understand the existing and anticipated mental health challenges facing the borough;
- Share good practice examples; and
- Discuss and influence the direction of the work of the Wellbeing Board to better coordinate the approach in addressing mental health issues to improve outcomes for people in Slough

6. Supporting Information

In looking at improving its ways of working the Wellbeing Board has restructured the format of its meetings to allow for a themed discussion. Mental Health is the second subject for such discussion. The Wellbeing Board should look for ways in which Slough can better implement the World Health Organisation's list of mental health cost effective interventions Slough adopted to be delivered within the next 5 years.

The presentation will explain the following:

- Dual diagnosis of mental health problems related to substance misuse and alcohol misuse, including the links to the Housing Strategy.
- How to promote the Mental Health 4 Life programme to local employers, linked to the concerns over supporting people with mental health issues at work and support to carers
- Loneliness and isolation and its impact on peoples' mental health and specifically dementia
- Sloughs mental health recovery model and its impact
- Building resilience within the personal and in the community

7. Comments of Other Committees

None at this stage

8. Conclusion

Having a themed discussion on mental health allows the Wellbeing Board the time to share ideas and consider ways in which the partnership can better work together. This would help the partnership to be more effective and efficient in this area of work.

9. Appendices

None.

10. Background Papers

None.

Slough Wellbeing Board's Work Programme

March 2017 - November 2017

Slough Wellbeing Board Forward Work Programme (March 2017 – November 2017)

29 March 2017

Subject	Decision requested	Report of	Contributing Officers(s)	Key decision *
Discussion				
Director of Public Health Annual Report 2017/18	The Board is asked to note and comment on the draft report	Dr Lise Llewellyn , Strategic Director of Public Health, Berkshire		No
Draft Prevention Strategy	The Board is asked to consider and comment on an early draft of the Prevention Strategy	Alan Sinclair, Director Adult Social Care	Simon Lawrence, Programme manager, Wellbeing	No
Engaging People: Report from the community engagement workshop held in January 2017	The Board is asked to consider and comment on the key issues raised at the workshop and agree next steps	Dean Tyler, Head of Policy, Partnerships & Programmes		
Forward Work Programme	The Board is asked to review and update the Forward Work Plan	Dean Tyler, Head of Policy, Partnerships & Programmes		No
Themed discussion				
Protecting vulnerable children	(tbc)	(tbc)	(tbc)	No
Information				
Prevent Action Plan	The Board is asked to note recent activity by the Prevent Violent Extremism Group (tbc)	Naheem Bashir, Prevent Coordinator	Assistant Director, Strategy and Engagement	
BCF quarterly report	The Board is asked to note the quarterly report	Mike Wooldridge, BCF Programme Manager	Director Adult Social Care	
Frimley Sustainability and Transformation Plan (STP) integration	The Board is asked to note recent activity under the Frimley Sustainability and Transformation Plan	Alan Sinclair, Director Adult Social Care		
Reprovision of Healthwatch Slough Contract	The Board is asked to note the arrangements that have been put in place to re-provide the Health watch Slough Contract, which expires on 31 March 2017	Ian McIlwain, Interim Contracts Officer - Adults	Director Adult Social Care	

10 May 2017

Subject	Decision requested	Report of	Contributing Officers(s)	Key decision *
Discussion				
Review of Terms of Reference (TOR) for the Board (tbc)	To note and agree refreshed TOR for the Board for forthcoming municipal year	Dean Tyler, Head of Policy, Partnerships & Programmes	Democratic Services	No
Sign off of the Board's Annual report for 2016/17	The Board is asked to endorse the final draft of the report	Dean Tyler, Head of Policy, Partnerships & Programmes	Chairs of subgroups	No
Forward Work Programme	The Board is asked to review and update the Forward Work Plan	Dean Tyler, Head of Policy, Partnerships & Programmes		No
Themed discussion				
Increasing life expectancy by focussing on inequalities	(tbc)	Alan Sinclair, Director Adult Social Care	Health and Social Care PDG	No
Information				
LSCB Delivery Plan (update)	The Board is asked to note the progress being made by the LSCB in implementing its Delivery Plan	Nick Georgiou		
Frimley Sustainability and Transformation Plan (STP) integration	The Board is asked to note recent activity under the Frimley Sustainability and Transformation Plan	Alan Sinclair, Director Adult Social Care		
Refresh of the JSNA (tbc)	The Board is asked to note and comment on the Health and Social Care PDG's report	Alan Sinclair Director Adult Social Care	Health and Social Care PDG	

19 July 2017

Subject	Decision requested	Report of	Contributing Officers(s)	Key decision *
Discussion				
Slough CCG 5 Year Plan	The Board is asked to comment on CCG 5 Year plan (tbc)	Jim O'Donnell / Fiona Slevin-Brown		
Annual review of Joint Wellbeing Strategy priorities	To review and agree refreshed priorities for the Strategy for second year of the strategy where appropriate	Dean Tyler, Head of Policy, Partnerships & Programmes		No
Preparation for 2017 Partnership Conference	The Board is asked to note and comment on the arrangements are being made for the 2017 partnership conference	Dean Tyler, Head of Policy, Partnerships & Programmes		No
Healthwatch Slough: Annual Report 2016/17	The Board is asked to note and comment on Healthwatch Slough's annual report	Nicola Strudley, Healthwatch Slough		No
Forward Work Programme	The Board is asked to review and update the Forward Work Plan	Dean Tyler, Head of Policy, Partnerships & Programmes		No
Themed discussion				
Information				
Frimley Sustainability and Transformation Plan (STP) integration	The Board is asked to note recent activity under the Frimley Sustainability and Transformation Plan	Alan Sinclair, Director Adult Social Care		
BCF quarterly report	The Board is asked to note the quarterly report	Mike Wooldridge, BCF Programme Manager	Director Adult Social Care	
Six monthly update focused on one of the five themes of the Housing strategy	The Board is asked to note the progress made in relation to Theme 1 of the Housing strategy - New housing supply (tbc)	Paul Thomas, Interim Head of Housing, Housing Management Housing		
Reprovision of Healthwatch Slough Contract (update)	The Board is asked to note the outcome of the tender process	Ian McIlwain, Interim Contracts Officer - Adults	Director Adult Social Care	

27 September 2017

Subject	Decision requested	Report of	Contributing Officers(s)	Key decision *
Discussion				
Feedback from the 2017 Partnership Conference		Dean Tyler, Head of Policy, Partnerships & Programmes		No
End of year report/review regarding the operation of the Board's Overarching Information Sharing Protocol	The Board is asked to note the impact that the Protocol has had on information sharing between partners and consider what changes (if any) need to be made to the current arrangements	Dean Tyler, Head of Policy, Partnerships & Programmes		No
Forward Work Programme	The Board is asked to review and update the Forward Work Plan	Dean Tyler, Head of Policy, Partnerships & Programmes		No
Themed discussion				
Information				
Frimley Sustainability and Transformation Plan (STP) integration	The Board is asked to note recent activity under the Frimley Sustainability and Transformation Plan	Alan Sinclair, Director Adult Social Care		
Prevent Action Plan	The Board is asked to note recent activity by the Prevent Violent Extremism Group	Naheem Bashir, Prevent Coordinator	Assistant Director, Strategy and Engagement	

15 November 2017

Subject	Decision requested	Report of	Contributing Officers(s)	Key decision *
Discussion				
Slough Safeguarding Adult's Board (SSAB) Annual Report 2016/17	The Board is asked to note and comment on the SSAB's annual report	Nick Georgiou, Independent Chair of SSAB		No
Slough Local Safeguarding Children's Board (SLSCB) Annual Report 2016/17	The Board is asked to note and comment on the SLSCB's annual report	Nick Georgiou, Independent Chair of SLSCB		No
End of year report/review regarding the operation of the Board's (a) Safeguarding People's Protocol (b) (b) Scrutiny Protocol	The Board is asked to note the impact that the Protocols have had on improving partnership working and consider what changes (if any) need to be made to the current Protocols	Dean Tyler, Head of Policy, Partnerships & Programmes		No
Forward Work Programme	The Board is asked to review and update the Forward Work Plan	Dean Tyler, Head of Policy, Partnerships & Programmes	Democratic Services	No
Themed discussion				
Information				
Frimley Sustainability and Transformation Plan (STP) integration	The Board is asked to note recent activity under the Frimley Sustainability and Transformation Plan	Alan Sinclair, Director Adult Social Care		
BCF quarterly report	The Board is asked to note the quarterly report	Mike Wooldridge, BCF Programme Manager	Director Adult Social Care	

Criteria

Does the proposed item help the Board to:

- 1) *Deliver one its statutory responsibilities?*
- 2) *Deliver agreed priorities / wider strategic outcomes / in the Joint Wellbeing Strategy?*
- 3) *Co-ordinate activity across the wider partnership network on a particular issue?*
- 4) *Initiate a discussion on a new issue which it could then refer to one of the key partnerships or a Task and Finish Group to explore further?*
- 5) *Respond to changes in national policy that impact on the work of the Board?*

SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board **DATE:** 26th January 2017

CONTACT OFFICER: Mike England, Interim Director of Housing, Regeneration and Resources

(For all Enquiries): (01753) 875301

WARD(S): All

PART I
FOR INFORMATION**HOUSING STRATEGY****1. Purpose of Report**

To provide the Wellbeing Board with an update on the Council's Housing Strategy.

2. Recommendation(s)/Proposed Action

The Slough Wellbeing Board is recommended to note recent activity.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan

Housing is a key determinant of health and wellbeing and is one of the four priorities in the new Wellbeing Strategy 2016 - 2020. It is also a priority in the Council's Five Year Plan.

4. Other Implications

(a) Financial – None.

(b) Risk Management – None.

(c) Human Rights Act and Other Legal Implications - There are none identified at this point.

(d) Equalities Impact Assessment (EIA) – An EIA for the Housing strategy is currently being developed.

5. Summary

This item provides members with an update on:

- The development of the Council's Housing Strategy
- Public consultation on the Housing Strategy

6. Supporting Information***Housing Strategy***

6.1 The Wellbeing Board were given the opportunity to discuss the objectives of the Council's new Housing Strategy at their meeting in September 2016. At

that meeting, members made a number of comments about the draft Strategy and its accompanying action plan (summarised below):

- Housing opportunities for key workers.
- Services to allow elderly and disabled residents to live independently in their home and which reduce the impact of poor housing on health. These will be developed through partnership working, particularly with adult services, public health and the CCG.
- Joint work would be undertaken with the health sector and other agencies to monitor and address the health and care needs of vulnerable homeless people placed in Slough by other local authorities and that those authorities are required to review their placement and notification policies.

These were subsequently incorporated into the draft which was agreed for consultation by the Council's Cabinet on 21 November 2016.

6.2 At this meeting, Cabinet agreed that the draft Strategy should be:

- Subject to a widespread public consultation (including Government departments, neighbouring authorities, statutory agencies, housing associations, private developers, the voluntary sector and other partners);
- Available for residents to comment via the council's website and social media.

6.3 The consultation launched on Friday 6 January and runs until Friday 17 February. Comments can be made at www.surveymonkey.co.uk/r/Q8YGJMY.

6.4 A conference with key stakeholders was held on 23 January at the Curve to which all members of the Wellbeing Board were invited.

6.5 Following the consultation, a final draft of the Housing Strategy will be taken to Cabinet for approval in March 2017.

Housing Stock condition survey

6.6 The Council has a duty under Part 1 of the Housing Act 2004, to keep housing conditions in its area under review with a view to identifying any action that may need to be taken under the Act to secure the improvement of local housing conditions.

6.7 A Housing Condition Survey is usually undertaken every five years in order to produce a comprehensive review of the Council's housing stock. The Council's last survey was undertaken in 2009. A new survey has recently been conducted and the initial results are expected at the end of January 2017.

6.8 The information and data collected will be used to review housing conditions and inform the targeting of resources and strategic investment plans, including the Council's Housing Strategy and related policies.

7. Comments of Other Committees

- 7.1 The draft Housing Strategy was discussed by the Council's Overview and Scrutiny Committee on 20 December. The Committee agreed that:
- They should be responsible for scrutinising the Housing Strategy (once finalised) and for reviewing progress against its accompanying action plan at 6 monthly intervals; and that
 - The Council's Neighbourhood and Community Services Scrutiny Panel should be responsible for scrutinising all other housing related matters, including performance and operational issues.

8. Conclusion

- 8.1 The Council's Housing Strategy is an important document in setting out our vision and priority objectives for the future of Slough. Members of the Wellbeing Board received invitations to the consultation conference at the Curve on 23 January.
- 8.2 Comments are welcomed on the draft and further reports to the Board once the Strategy has been launched can be provided as required.

9. Appendices

Consultation draft of Housing Strategy available at link
www.slough.gov.uk/council/strategies-plans-and-policies/slough-joint-wellbeing-strategy.aspx

10. Background Papers

Previous reports to Wellbeing Board and Overview and Scrutiny Committee available from Democratic Services

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SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board

DATE: 26 January 2017

CONTACT OFFICER: Dean Tyler, Head of Policy, Partnerships & Programmes
(For all enquiries) (01753) 875847

WARD(S): All

PART I
FOR INFORMATION

COMMUNITY ENGAGEMENT UPDATE1. **Purpose of Report**

1.1 To provide the Wellbeing Board with an update on the further work undertaken by partners to develop our approach to community engagement.

2. **Recommendation(s)/Proposed Action**

2.1 To note the attached summary report of a workshop held on 11 January and the intention to discuss this in more detail at the next meeting of the Board on 29 March.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Council's Five Year Plan**

3.1 The Wellbeing Strategy states that "we will look for ways in which we can build on how we currently engage with people as individual agencies and look for opportunities to coordinate this." Being able to do this effectively will ensure that we are collectively working to achieve the priorities and outcomes in the Wellbeing Strategy and Five Year Plan.

3.2 The Five Year Plan is clear about the Council's ongoing commitment to "listen to and work with our communities, customers and partners" and "to working with our key partners to develop a more integrated way of working with our residents."

4. **Other Implications**

- a) Financial - There are no financial implications associated with the proposed actions.
- b) Risk Management - There are no identified risks associated with the proposed actions.
- c) Human Rights Act and Other Legal Implications - There are no direct legal implications. There are no Human Rights Act Implications.

- d) Equalities Impact Assessment - There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report.

5. Summary

This item provides an update on the work that partners have undertaken to follow up the initial themed discussion on engaging people at the Wellbeing Board's November meeting. Members of the Board attended a workshop on 11 January to look at the issues in more detail and a summary report is attached. This will be included on the agenda for the Board's meeting on 29 March to agree next steps. We will want to be able to point to tangible progress in this area by the time of our 2017 Annual Conference which has been provisionally booked for **Wednesday 20 September**.

6. Supporting information

- 6.1 Improving the ways in which we engage with communities was identified as an important issue in the Wellbeing Strategy when it was launched in September 2016.
- 6.2 The Board had a themed discussion at its November meeting following which it was agreed that further work needed to be undertaken to look at the issues in more detail and identify ways in which partners could improve how they work together.
- 6.3 A workshop was held on 11 January which addressed the following questions:
1. Why do we do community engagement and what are our strategic objectives?
 2. What issues are we focussing on when we are engaging with the community and how are these to be measured?
 3. Who is involved with community engagement, is there scope for collaboration and a need for a central body/individual/entity who can help streamline the approach, hold it together and be accountable for the outcomes going forward?
 4. What examples if any are available where community engagement has worked well and perhaps not worked so well? Sharing best practice
 5. When do we need to start something more collaboratively and how will the Wellbeing Board manage the outcomes and expectations?
- 6.4 A summary report of the workshop is attached.

7. Comments of Other Committees

- 7.1 None at this stage.

8. Conclusion

- 8.1 The attached summary report is intended to provide members of the Board with an update on the ongoing work to improve community engagement. Further

work will be undertaken between now and the next meeting of the Board in March to progress this so that we can report back to the wider partnership at our Annual Conference, provisionally planned for Wednesday 20 September.

9. **Appendices Attached**

'A' Community engagement workshop summary report

10. **Background Papers**

None.

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SLOUGH WELLBEING BOARD FOLLOW UP SESSION ON COMMUNITY ENGAGEMENT

Wednesday 11th January 2017

Summary

This session was held to allow more time to explore the issues raised during the discussion on community engagement at the Slough Wellbeing Board on 16 November 2016. This report captures the key issues raised and how we can build on best practice examples to support the delivery of our priorities as a Wellbeing Board to improve outcomes for Slough. A proposal would be brought back to the Wellbeing Board to recommend how best to capture opportunities for future collaboration between partners where we are engaging with the community.

Introduction

The session was structured to consider why we do community engagement; the issues we focus on; who is involved; examples of good practice and when and how we need to start doing something more collaboratively as a Board.

This report summarises the discussion at the workshop session but is by no means intended to be exhaustive. Feedback is therefore welcomed to add to the content and development of more collaborative working. Comments should be sent to dean.tyler@slough.gov.uk

This report is being presented to the Wellbeing Board's meeting on 26 January for information with further work to follow as directed.

Summary of discussion

1. Why do we do community engagement and what are our strategic objectives?

The group concluded that community engagement was important if we are to ensure that we are designing services to meet the needs of the community.

Involving the community in identifying local issues will help to build on our existing knowledge of need and demand which is based on data and facts (e.g. JSNA). If we are able to make the community part of the process (i.e. co-production of services) rather than imposing services that suit the needs of organisations we would have a better chance of realising our strategic objective to develop trust and confidence. Some of the best practice examples point to evidence of how increased community participation leads to capacity and community resilience to deliver better outcomes and reduce demand on services.

We can measure the effectiveness of our approach in time with public satisfaction, feedback on services and how relations with the community have improved.

2. What issues are we focussing on when we are engaging with the community and how are these to be measured?

There was an initial discussion on scope and whether we are looking at the 'health and wellbeing' agenda or something else. We wouldn't be constrained by health specific issues although we agreed that most issues could be described as the wider determinants of health – housing, employment, leisure etc.

The 'five questions' about wellbeing were a good starting point and if used consistently across organisations so that we share answers could also help as a measure of how we can grow satisfaction with services. *[insert 'five questions']*

However the questions we use will change depending on the nature of the conversation and whether we are engaging to:

- Inform
- Consult
- Involve
- Collaborate
- Empower

In some cases we may not label activity as 'community engagement' specifically but what we are doing will provide a window of opportunity to share messages with elements of the community.

3. Who is involved with community engagement, is there scope for collaboration and a need for a central body/individual/entity who can help streamline the approach, hold it together and be accountable for the outcomes going forward?

The simple answer is 'all of us are involved.' There is therefore scope for collaboration and it was agreed that the Wellbeing Board could facilitate this. There was caution about assigning a single point of accountability as, depending on the nature of the issue, this could sit in a number of places.

Given its strategic membership the Wellbeing Board would trial the introduction of a shared calendar to capture opportunities for collaboration and was well placed to hold this together. The onus would be on all partners to contribute.

We would also explore how to better coordinate and share intelligence we already have, building on the best practice in the joint protocols that have been developed.

4. What examples if any are available where community engagement has worked well and perhaps not worked so well? Sharing best practice

Police – starting ‘intensive engagement’ to identify people in the community to work with the police to take ownership and find solutions to local issues

Youth Voice – This incorporates various youth voice mechanisms including the youth parliament. A key to the success here is the collaborative approach between the Council, the voluntary sector through the YES consortium and young people.

Slough Allotments – collaborative working between the council’s parks & open spaces team and Slough Allotments Federation. In early 2016 a joint working group was established between the Council and the Slough Allotments Federation which has transformed the relationship between the Council and the federation (who represent allotment holders) and has led to significant progress being made.

Leisure – Involving communities to influence the Leisure Strategy and service design Parks & open Spaces – a variety of ‘friends of’ groups or similar mechanisms helping to ensure our parks are of a good standard and have community ownership; examples include Baylis Park and Hershel Park

Langley community project – coproduction with community on adult social care

Neighbourhood Services Resident Board and Housing Service work with tenants on RMI contracts

Fire service – trusted more than some other organisations

Private sector examples [to add e.g. O2]

Co-production: the ladder of participation – see link to increasing levels of engagement <http://www.thinklocalactpersonal.org.uk/Latest/Co-production-The-ladder-of-participation/>

An example of a communication that hasn’t worked so well was the campaign to discourage people to seek antibiotics which the Wellbeing Board supported at its November meeting. Evidence seems to suggest that demand for antibiotics has increased over the winter with people asking for treatment for colds whereas the campaign sought to assure people that antibiotics would not help and just adds demand on GP’s and the health service at a very busy time of year.

5. When do we need to start something more collaboratively and how will the Wellbeing Board manage the outcomes and expectations?

We should start now. Initially we will trial a shared calendar to look at forthcoming opportunities and prioritise these – see proposal below.

We need to be realistic in what we can achieve so should be initially focussed for example on the 4 priorities in the Wellbeing Strategy which was launched in September 2016.

This will be a partnership effort and while the Council may facilitate a good deal of activity it is expected that partners will work with each other to collaborate on their priorities for Slough where this will add value. This will build on good frontline partnership experience that we have in Slough.

The nature of the Wellbeing Board in having representatives that go beyond statutory requirements means we have a more strategic partnership and so have opportunities to collaborate on issues of importance across the borough.

The Board will hold itself to account and review the success of collaboration during the year, including at the annual conference in September. By the end of the year we should be able to start to look at what has changed and what we have learnt - whether services have improved, levels of uptake, % returns etc.

Proposed format for shared calendar

Month	Lead partner	Issue / priority	Engaging with – all residents or a section of the community	Duration
February	E.g. SBC with Slough Urban Renewal	E.g. proposed new housing development (Housing priority in Wellbeing Strategy)	E.g. Britwell residents, businesses and community organisations	E.g. 6 weeks
March				
April etc.				
Activity planned by timing not yet scheduled				

The session was attended by:

Slough Wellbeing Board representatives:

- Naveed Ahmed (Vice-Chair) - Business representative
- Roger Parkin – Interim Chief Executive, Slough Borough Council
- Nicola Clemo - Slough Children's Services Trust
- Superintendent Gavin Wong - Thames Valley Police
- Ramesh Kukar – Slough CVS
- Jesal Dhokia – Slough CVS
- Lise Llewellyn - Director of Public Health, Berkshire
- Les O'Gorman - Business representative
- Colin Pill - Slough Healthwatch
- Alan Sinclair - Director of Adult Social Services, SBC
- Councillor Wayne Strutton (Health Scrutiny Panel)

Slough Borough Council officers:

- Ketan Gandhi
- Zulf Awan
- Amanda Renn
- Sally Kitson
- Beth Reed
- Simon Hall
- Dean Tyler

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SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board **DATE:** 26 January 2017

CONTACT OFFICER: Amanda Renn, Corporate Policy Officer, Policy Team,
Slough Borough Council

(For all Enquiries) (01753) 875560

WARD(S): All

PART I
FOR INFORMATION

SLOUGH WELLBEING BOARD ANNUAL REPORT 2016/17

1. Purpose of Report

1.1 To inform Slough Wellbeing Board about the development of its annual report for 2016/17 and provide members with an early opportunity to comment on the current working draft.

2. Recommendation

2.1 Members are requested to provide any comments on the draft annual report at Appendix A to the Policy team immediately following the meeting.

3. The Slough Joint Wellbeing Strategy (SJWS) 2016 – 2020, the JSNA and the Five Year Plan

3a. Slough Joint Wellbeing Strategy (SJWS) 2016 – 2020 Priorities

The Annual Report 2016/17 relates to all aspects of the Slough Joint Wellbeing Strategy's (SJWS) priorities. It has been structured to address progress against the Wellbeing Board's statutory responsibilities as well as each of the four priorities in the Wellbeing Strategy.

3b. Five Year Plan Outcomes

The work of the Wellbeing Board directly contributes to the following outcomes in the Council's Five Year plan:

- More people will take responsibility and manage their own health, care and support needs
- Children and young people in Slough will be healthy, resilient and have positive life chances.

4. Other Implications

- (a) **Financial** - None
- (b) **Risk Management** - None
- (c) **Human Rights Act and Other Legal Implications** – None
- (d) **Equalities Impact Assessment** – None

5. **Summary**

Members are asked to note the work that is currently underway to evaluate the effectiveness of the Wellbeing Board's key activities and achievements during the period May 2016 to April 2017 for inclusion in their second annual report.

6. **Supporting Information**

- 6.1 Slough Wellbeing Board has a commitment to openness and transparency in the way that it 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 borough. The draft annual report at Appendix A sets out a review of the Wellbeing Board's key activities and achievements during 2016/17 and sets the context for its work during 2017/18.
- 6.2 It is important that Board is able to provide evidence of the progress it is making to achieve the vision and priorities set out in the refreshed Wellbeing Strategy. It is therefore proposed that the Annual Report should also include a number of short case studies and evidence from the wider partnership to show what has collectively been achieved to improve the health and wellbeing of the people of Slough. The Wellbeing Board can then use this as the foundation for its evidence base to communicate its achievements to improve the lives of people in Slough.

7. **Comments of Other Committees**

- 7.1 The Council's Health Scrutiny Panel will be invited to comment on the draft Annual Report at its meeting on 27 March 2017. It will then be taken to full Council for endorsement in April, with the final draft being brought back to the Wellbeing Board for sign off at the May 2017 meeting.

8. **Conclusion**

- 8.1 Publishing an annual report provides the Wellbeing Board with an opportunity to:
- Promote its work (and that of the wider partnership);
 - Demonstrate the practical progress that has been made in delivering its statutory functions and against each of the strategic priorities in the refreshed Wellbeing Strategy; and
 - Identify some of the emerging challenges and opportunities that will influence its work in 2017/18.

9. **Appendices Attached**

A – Slough Wellbeing Board Annual Report 2016/17

10. **Background papers**

None

Appendix A:

Slough Wellbeing Board

Annual Report 2016-17

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 borough. 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 Slough Wellbeing 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
- Healthwatch Slough
- Thames Valley Police
- Royal Berkshire Fire and Rescue Service
- Slough Council for Voluntary Service
- Business sector

Decision-making

The Slough Wellbeing 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?CommitteId=592

The Slough Wellbeing 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 Wellbeing 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 contribute 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 – 2023 explains there is a wider partnership network operating across the borough which the Wellbeing Board is seeking to better coordinate. To that end the Wellbeing Board held the first Slough Partnership Conference in September 2016 to strengthen partner relations and working.

Section 2: 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 borough 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 borough: 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 3: Highlights of progress overseen by the Wellbeing Board

Between May 2016 and April 2017 the Slough Wellbeing 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 [insert] 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 [insert]; with work continuing on [insert]. These findings were taken into consideration when the Board refreshed its Joint Wellbeing Strategy for 2016 - 2020.

Refreshing the Joint Wellbeing Strategy

Following a number of workshops in 2016, the Slough Wellbeing 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

Clinical Commissioning Group's (CCG's) Commissioning Plans

Commissioning Intentions Plan for 2017/18 and 2018/19

In November 2016 the Slough Wellbeing Board were given the opportunity to scrutinise Slough Clinical Commissioning Group's (CCG's) Commissioning Intentions for 2017/18 and 2018/19 for the borough. 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 will be shared with the Wellbeing Board in [March / May 2017]. Progress against these plans will continue to be reported to Board in accordance with its statutory responsibilities. More information on this Plan can be found here - www.sloughccg.nhs.uk/about-us/our-plans

2016-17 Slough CCG Annual Report

[Checking timetable now]

Integration / partnership working

Throughout 2016/17 the Slough Wellbeing 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 Wellbeing 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:

Sustainability and Transformation Plan (STP)

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 for a five-year place based Sustainability and Transformation Plan (STP), supported by an annual operating plan for each Clinical Commissioning Group (CCG). The Frimely STP (which includes Slough) sets the direction for the local areas to achieve the ambitions of the Five Year Forward View. It provides a clear and powerful shared vision across the local NHS system, local government and local communities, underpinned by an

open, engaging and iterative process of development and consultation. The STP is the overarching plan, and is supported by a number of more detailed plans on primary care sustainability, prevention, self-care and patient empowerment and a joint plan for the delivery of the Better Care Fund requirements. It complements existing strategies and supports the refreshed Wellbeing Strategy for Slough. Slough Wellbeing Board will continue to receive regular updates on the development of these plans and the delivery of the overarching STP at future meetings. More information on the STP can be found here – www.sloughccg.nhs.uk/about-us/sustainability-and-transformation-plan

Better Care Fund

The Better Care Fund (BCF) is a £8.76 million pooled budget between Slough Borough 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.

. All BCF schemes 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. Activity is being monitored by the BCF programme and Wellbeing Boards. The Slough Wellbeing 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

Pharmaceutical Needs Assessment

The Slough Wellbeing 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 Slough Wellbeing Board in 2016 and runs until 2018. The PNA will be renewed during the course of 2017/18 and engagement and consultation with key stakeholders will take place as part of this process. More information on the PNA can be found here - www.slough.gov.uk/council/joint-strategic-needs-assessment/pharmacy-needs-assessment.aspx

Safeguarding

The Wellbeing Board received annual reports from both the Safeguarding Adults Board and the Safeguarding Children's Board. In summary these concluded that the key issues facing Slough are [insert] and that these can be tackled by [insert]. More information on the SASB can be found here [insert] while more information on the LSCB can be found here [insert].

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

Priority 2: Increasing life expectancy by focusing on inequalities

Priority 3: Improving mental health and wellbeing

Priority 4: Housing

[Include a short summary under each of these headings setting out what we agreed to do / what we have done].

Other Achievements in 2016/17 included:

- Refreshing and agreeing new governance arrangements to make Wellbeing Board members and partners work more effectively – this included agreeing new terms of reference and three new Protocols¹ to enable members to work more closely with other bodies;
- Publishing a Forward Work Plan online to encourage better coordination of issues between the Board and other partnerships / Committees.
- Reorganising the Boards 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;
- Holding a successful partnership conference to launch the new Wellbeing Strategy and discuss recent developments, challenges and opportunities in Slough across the health and wellbeing sector.
- Hosting a themed discussion on Engaging People to look at public and community involvement in the work of the Board. [Insert a summary of the actions arising from the November 2016 themed discussion and the January 2017 workshop].
- Receiving a number of reports from Healthwatch Slough, including:
 - Healthwatch Slough Operating Plan 2016/17
 - The use of the Prime Ministers 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.

¹ Overarching Information Sharing Protocol, Protocol for Relations between Slough Wellbeing Board, Healthwatch Slough and Health Scrutiny Panel and a Slough Safeguarding Protocol

Section 4: Conclusion

This Annual Report summarises the work of the Wellbeing 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 Wellbeing 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 Wellbeing 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.

SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board

DATE: 26 January 2017

CONTACT OFFICER: Dean Tyler, Head of Policy, Partnerships & Programmes
(For all enquiries) (01753) 875847

WARD(S): All

**PART I
FOR INFORMATION****FIVE YEAR PLAN 2017-2021****1. Purpose of Report**

- 1.1 To provide the Wellbeing Board with an update on the review of the Council's Five Year Plan.

2. Recommendation(s)/Proposed Action

- 2.1 To note the content of the Council's Five Year Plan in particular the refreshed priority outcomes in the context of the Council's ongoing commitment to partnership working.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Council's Five Year Plan**3a. Slough Joint Wellbeing Strategy Priorities and Joint Strategic Needs Assessment**

The Five Year Plan is clear about the Council's ongoing commitment to partnership working. The refreshed priority outcomes support the following priorities in the Slough Wellbeing Strategy:

1. Protecting vulnerable children
2. Increasing life expectancy by focusing on inequalities
4. Housing

3b. Council's Five Year Plan Outcomes

The review of the Five Year Plan has streamlined the outcomes down to five to replace the previous eight which were:

1. Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay
2. There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough

3. The centre of Slough will be vibrant, providing business, living, and cultural opportunities
4. Slough will be one of the safest places in the Thames Valley
5. More people will take responsibility and manage their own health, care and support needs
6. Children and young people in Slough will be healthy, resilient and have positive life chances
7. The Council's income and the value of its assets will be maximised
8. The Council will be a leading digital transformation organisation

4. **Other Implications**

- a) Financial - There are no financial implications associated with the proposed actions.
- b) Risk Management - There are no identified risks associated with the proposed actions.
- c) Human Rights Act and Other Legal Implications - There are no direct legal implications. The specific activity in the Five Year Plan and other plans may have legal implications which will be brought to the attention of the Council's Cabinet separately. There are no Human Rights Act Implications.
- d) Equalities Impact Assessment - There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report. EIAs will however be completed on individual aspects of any actions produced to sit underneath the Five Year Plan, as required.

5. Summary

This item provides members with an update on the review of the Council's Five Year Plan. As the Council's strategic plan this is an important document which sets the vision, direction and key priority outcomes for the Council. It also reinforces the Council's ongoing commitment to working in partnership and refers specifically to the Wellbeing Board on page 8.

6. **Supporting information**

- 6.1 The Five Year Plan was launched in 2015 to define the Council's ambition; the opportunities and challenges we face; the role of the Council in meeting these and the priority outcomes against which resources will be allocated.
- 6.2 The Plan is updated every year and we also produce an Annual Report so that we can check progress. Last year, 2016, we carried out a light-touch refresh of the Five Year Plan to update the actions in the Outcome Plans and set out how we will work with our partners and communities.
- 6.3 This year there has been a more in-depth review. The Leader and Cabinet have worked with officers to define their political priorities and revised the outcomes to reflect these. The Leader has been clear in his Foreword about his priority to put people first. We have reduced the number of outcomes from eight to five, combining some where there was overlap and duplication and

removing others where they were more about ways of working than tangible outcomes.

- 6.4 The Plan therefore sets out our vision, priority outcomes and how we will make this happen:

VISION: GROWING A PLACE OF OPPORTUNITY AND AMBITION

Our priority outcomes – putting people first

- Our children and young people will have the best start in life and opportunities to give them positive lives
- Our people will become healthier and will manage their own health, care and support needs
- Slough will be an attractive place where people choose to live, work and visit
- Our residents will have access to good quality homes
- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents

Making this happen – how we will do this

- We will listen to and work with our communities, customers and partners
- We will work towards being self-sufficient through innovation, income generation and maximizing the value and effective use of our resources
- We will use digital technology to provide smarter services for people and businesses
- We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job

7. Measuring progress

- 7.1 We produce an Annual Report of progress with case studies and performance indicators setting out how we are delivering our priority outcomes. The refresh of the Five Year Plan includes a summary of the success measures that will be used to keep track of how we are achieving the outcomes.

8. Comments of Other Committees

- 8.1 We have worked with the Leader and all Commissioners to ensure that the priority outcomes reflect the political priorities of the new Administration.
- 8.2 Overview and Scrutiny Committee considered the draft Five Year Plan at its meeting on 20 December. The Council's Scrutiny function will challenge and track progress of the outcomes. Between now and publication we will check and add to the actions and success measures in the outcome plans section of the Five Year Plan.

9. Conclusion

- 9.1 The new Five Year Plan will provide the strategic direction for the Council over the next five years and will enable a clear focus of resources and activity.

10. **Appendices Attached**

'A' Five Year Plan 2017-2021

11. **Background Papers**

None.

Five Year Plan 2017-2021

‘Growing a place of opportunity and ambition’

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1. Leader's Foreword

It's a great honour to have been elected to serve this town and an even bigger honour to lead Slough.

We sit on the cusp of a fantastic opportunity where the future of Slough is being shaped right around us, and I want to ensure that as a council we are working with residents so they are involved in shaping our town's future.

Since becoming Leader of Slough Borough Council last year I have started a conversation with residents about the future of our town. They are the life blood of all we do and under my leadership this council is becoming a people focused organisation.

This means listening to people and doing things with, rather than to, them. The council will become more inclusive and transparent in its decision making as well as being more accountable to the people we serve.

I want Slough to continue to grow and continue to be a world class destination to do business and I am proud to have some of the biggest names in global business based here. However we have to grow differently - and I will ensure we do. This includes looking at where we position ourselves in the world as well as looking to London and partnering with our West London neighbours who share many of the same opportunities and challenges. I want a growth that is inclusive for all. Slough has changed, and will continue to change, but local people must feel the full benefit of this change. I will ensure we have an offer to local residents that guarantees their place and their children's place in Slough for years to come.

This means we need a housing offer for local people; when businesses come to Slough they take on local young people in high quality apprenticeships; and we must ensure we have an inclusive education system in Slough that drives forward attainment for all our children.

I will be relentless in driving an agenda that puts local people first, to secure their future and that of their children in Slough. We need to support people who need us most, ensuring we have a healthy and active population able to grasp opportunities and live well. Our agenda is to allow everyone in this great town to feel the council is working with them and for them.

Some examples of our achievements against this agenda from the past year are highlighted below:

- The flagship Curve building launched in September bringing library, registrars, adult and community learning into one venue, supported by museum pods, a new multi-purpose space Venue@TheCurve and Gallery@TheCurve, available for exhibitions
- A series of school expansion projects have been delivered including new facilities such as a new four court sports hall for St Joseph's Catholic High School
- Housing regeneration projects at Britwell and Milestone housing in Ledgers Road were completed
- The new community sports stadium at Arbour Park was opened
- All Slough parks retained their Green Flag status

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- The Slough Youth Awards were held to recognise the significant contribution and achievements of Slough's young people
- The Make your Mark Campaign resulted in the second largest percentage turnout across the UK
- The number of people that are managing their social care support via a direct payment increased from 200 to 325 people in less than a year, helping people live independently with more choice and control over the care and support they need
- Over 1000 people were invited to the National Diabetes Prevention Programme 18 week free lifestyle courses, more than anywhere else in the country
- More than 500 people aged 60 and over were assessed for falls risk via the FallsFree4life programme and 60 percent of those attending the 12 week balance classes reduced their risk
- The Slough Women's Forum was established to identify and address issues that matter to women in the local community
- The Council continues to demonstrate strong partnership with the police and the Slough Children's Services Trust effectively safeguard vulnerable people
- Funding was secured from the Local Enterprise Partnership to deliver the new LED lighting programme
- An Investors Day was held to increase investment in the borough securing increasing income via business rates

I am proud of the successes the Council has delivered over the past year and the Five Year Plan sets out our plans for the future so we can build on these achievements and further improve the lives of people in Slough.

Councillor Sohail Munawar
Leader of the Council

2. Introduction and vision

The purpose of the Five Year Plan is to do three things –

- To set out our vision
- To be clear about our priority outcomes
- To explain how we will do this

VISION: GROWING A PLACE OF OPPORTUNITY AND AMBITION

Our priority outcomes – putting people first

- Our children and young people will have the best start in life and opportunities to give them positive lives
- Our people will become healthier and will manage their own health, care and support needs
- Slough will be an attractive place where people choose to live, work and visit
- Our residents will have access to good quality homes
- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents

Making this happen – how we will do this

- We will listen to, and work with our communities, customers and partners
- We will work towards being self-sufficient through innovation, income generation and maximising the value and effective use of our resources
- We will use digital technology to provide smarter services for people and businesses
- We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job

The Five Year Plan was launched in 2015 to define the council's ambition; the opportunities and challenges we face; the role of the council in meeting these and the priority outcomes against which resources will be allocated.

The introduction of the Five Year Plan was important in providing clarity of vision and direction, explaining how and why the council is changing and identifying more effective and efficient ways of working together.

The Five Year Plan is updated every year and we also produce an Annual Report so we can check progress. Last year, 2016, we carried out a light-touch refresh of the Five Year Plan to update the actions in the Outcome Plans and set out how we will work with our partners and communities.

This year there has been a more in-depth review. The Leader and Cabinet have worked with officers to define their political priorities and revised the outcomes to reflect these. The Leader has been clear in his Foreword about his priority to put people first. We have reduced the number of outcomes from eight to five, combining some where there was overlap and duplication and removing others where they were more about ways of working than tangible outcomes.

Opportunities and challenges

People are proud to live and work in Slough. We are ambitious for Slough's future and have bold plans in place to deliver the best outcomes for the town and its people.

The Leader has been clear about the opportunities for Slough's future. Our reputation and identity are strong. Heathrow and Crossrail are already attracting new development and investment into

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the town. If we can continue to attract growth and shape and manage it effectively we can ensure we deliver benefits for local residents.

Our population of around 145,000 is young, growing and dynamic. We need to ensure their future from an early age and education, to local employment opportunities and the availability of housing to meet their needs. People are living longer today than ever before but this adds pressure on local services such as adult social care to meet more complex needs while enabling people to live independently for as long as possible. There are inequalities across our population including household income, living conditions, wellbeing and health.

As a council we need to have a strong local economy to generate income from business rates for our budget, particularly as our funding from Government disappears. We start from a position of strength in Slough. With a turnover of around £9 billion the underlying strength of our economy and reputation as a place to invest means growth provides a number of opportunities. Inward investment, regeneration and infrastructure improvements will bring real benefits to Slough, from housing and jobs, to better transport, shopping and leisure facilities.

Local government has become increasingly adept at managing growing demand for services against a backdrop of reduced resources. The introduction of the government's austerity agenda hit us hard so we are increasingly having to make difficult decisions about our priorities and what we do. Section 6 on the budget explains the scale of the challenge and our response in more detail.

By the time our grant from Government disappears we will be almost entirely reliant on income from business rates and Council Tax. Developing these twin sources of income and other opportunities is essential to our finances and paying for services.

Given this context, we need to be clear about our priorities and how we will work to achieve these. This is why the Five Year Plan is so important as we will use it to:

- drive the decisions made in the medium and long term financial strategy
- focus on delivery of outcomes by prioritising reducing resources
- provide a basis for discussions with partners about the services they provide
- develop a performance framework to which services and staff will be held accountable

The role of the Council

We will meet the challenges and opportunities we face by:

- demonstrating community leadership
- enabling people to help themselves
- supporting the most vulnerable
- shaping and managing the changing place

We believe we can do more to close gaps and reduce inequalities by enabling people to take more responsibility for their own lives, for example, by living healthier lifestyles. We will build on the strengths of our communities and partnerships. Wherever possible we will also look to manage future demand for services through targeted intervention and prevention. We will always ensure the most vulnerable in our community know how to get the support they need.

We have set a series of equality objectives to reduce inequalities and improve outcomes for local people in specific service areas. This is in line with our focus on putting people first as well as ensuring we meet our requirements under the Public Sector Equality Duty (Equality Act 2010).

3. Our priority outcomes – putting people first

At the heart of everything we do are the people of Slough – they are our residents, customers, service users – the communities that together give Slough its identity. It is our responsibility to ensure that as we change the way we do things, we communicate and engage with people so that they understand what is happening around them and why – and that they have an opportunity to be part of the conversation.

Our response to the opportunities and challenges we face is to focus on five priority outcomes to improve the lives of people in Slough. **Resources will primarily be allocated to achieve these outcomes.** Resource allocation will be evidence based – there will need to be a demonstrable, evidenced link between the outcome and the key action.

Our priority outcomes – putting people first

- Our children and young people will have the best start in life and opportunities to give them positive lives
- Our people will become healthier and will manage their own health, care and support needs
- Slough will be an attractive place where people choose to live, work and visit
- Our residents will have access to good quality homes
- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents

These cross cutting outcomes are important in ensuring that we are joining up resources to focus on shared priorities – this approach means we will increasingly be seen to be working as ‘One Council’.

The Outcome Plans in section 5 set out in more detail the actions we will take to achieve these.

In line with our agenda to put people first we will be clear about how new development, infrastructure and regeneration projects will provide benefits for the people of Slough. Some of the planned highlights for the year ahead are summarised below.

840 new primary school places are to be created in Slough under £20 million plans to expand and improve three primary schools. Working in partnership with Slough Urban Renewal the redevelopment plans will also provide enhanced learning environments with improved teaching spaces, dining halls and libraries as well as new sports halls and playground

Work to create a new "state-of-the-art leisure facility" on the Centre site in Farnham Road began in January following the demolition of the old building. The new leisure centre, which is being built by Slough Urban Renewal, will include an eight-lane swimming pool, a poolside sauna and steam room, a four-court sports hall and a gym. Leisure facilities will also be refurbished elsewhere including the extended Ice Arena, Salt Hill and Langley Leisure Centre. In addition, our parks and open spaces will be cleaner, safer and better promoted by a multi-agency group led by the Safer Slough Partnership.

We will implement our new housing strategy to provide more new and affordable homes and improve the standards of existing homes. New homes construction will begin on a series of ‘small sites’ to provide council housing for people on the council waiting list. Our two new Subsidiary Housing Companies will provide better and more affordable homes for homeless households and key workers and lead the way in providing high standards of private sector housing. A new Repairs, Maintenance and Investment contract for Council homes will improve services and value for money for council tenants and leaseholders

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Highways and public transport improvements at Windsor Road, Slough and Bath Road, and Langley will be completed. We will be working more closely with West London in order to maximise economic growth.

Access to lifestyle improvement programmes and 'step down' help from hospital will be easier through the Cardiowellness 4 Slough programme. This single point of access will triage and refer people through a wellbeing hub to the right programme for them and report on a common set of outcomes across a range of agencies.

4. Making this happen – how we will do this

The Five Year Plan means that we are clear in Slough about our priorities and the Outcome Plans in the next section set out how we will work as a council and with others to achieve these.

Our capacity to provide people with support is under growing pressure. We know that we can no longer provide services in the way that we have in the past – we will not be able to provide everyone with everything. We need to rethink and change not only what we do but how we do it.

Our outcomes approach means that we are already working across teams in a more collaborative way which makes sense for many reasons, not least of which where we are working with the same people in our community.

This section explains how we will work to make the Five Year Plan happen and achieve the outcomes.

Making this happen – how we will do this

- We will listen to and work with our communities, customers and partners
- We will work towards being self-sufficient through innovation, income generation and maximizing the value and effective use of our resources
- We will use digital technology to provide smarter services for people and businesses
- We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job

- **We will listen to and work with our communities, customers and partners**

Listening to people, genuine community engagement and communication between the Council, communities and partners will be a key focus for us. By working with local people and helping them to do more for themselves we can reduce the demand on the council.

Many of our partners are facing the same twin challenges as the Council – rising demand at a time when resources are diminishing. Like us, they cannot deliver their outcomes without additional support. But what we also have in common is that we are all working with the same communities.

We will work through the Slough Wellbeing Board to facilitate a wider partnership network across the public, private and voluntary sectors to coordinate action and resources to achieve the best results for Slough. In September 2016 we launched a new Slough Wellbeing Strategy at the first in a series of annual partnership conferences to build collaboration across the borough.

The Council is committed to working with our key partners to develop a more integrated way of working with our residents. In the first instance we will be developing a 'one council' approach to working with our communities including the large number of community groups who are already keen to work more with us. This will ensure Slough has more resilient communities, with people better able to help themselves, developing social networks that will ultimately reduce demand on public services and take a co-production approach to achieve better outcomes.

- **We will work towards being self-sufficient through innovation, income generation and maximizing the value and effective use of our resources**

As a Council we will need to be more commercially minded and innovative to make the best use of our resources. We all need to think, act and work differently. We want to establish a reputation for innovation.

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One example of this is the establishment of a new Local Authority Controlled Company (LACC) to oversee the commercialisation of services. This major new venture for the Council will reinforce our direction to deliver key frontline universal services as well as offer competitive commercial services to the market. By using our embedded subject matter experts and subject leads within the authority and the LACC we will identify opportunities to deliver commercial solutions for our residents and businesses.

- **We will use digital technology to provide smarter services for people and businesses**

Our services need to be smarter and relevant to the way in which people want to access them. We need to think about the customer and what they need rather than what suits us.

This year will see council staff better meeting customers' needs by working more in the community and on site, using technology to provide services in a timely and more efficient way, and reducing costs.

- **We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job**

In keeping pace with all these changes we need to support our staff to acquire new skills and capabilities. Change is fast becoming a constant and the new normal. This is about more than just how we develop our staff – it means a change in the culture of the organisation and a mind-set that is about working differently.

Being clear about our values and behaviours means we can support our staff who want to continue to make a positive difference in their services to improve the lives of people in Slough. We have therefore launched a new set of Values and Behaviours for the Council that sets this out in more detail. Our five **values** are:

- Responsive
- Accountable
- Innovative
- Ambitious
- Empowering

We will use these to drive our behaviours and how we work. We will recruit and manage people by checking how they are performing against these. We have completed a series of Management Development Programmes for all our managers to support them to recruit, retain and develop our staff. We are now evaluating the programme to identify if any revisions are required before we launch another series.

We have reviewed our Recruitment and Selection Policy to give opportunities to all staff for vacancies that arise within the Council before these are advertised externally. There will be exceptions to this, for example, social workers, where we are aware there is not only a shortage locally but also nationally. We are using a broad range of advertising including social media to attract potential candidates and we will continue to explore other methods of recruiting especially within the local community.

5. Outcome Plans

Each of our outcomes will be delivered through key actions delivered by the council in partnership with a range of organisations and the community. Below is a summary of these actions. The detail of delivery, including performance measures, is set out in individual plans for each outcome. The table below therefore includes a summary of the types of success measures that will be used to keep track of how we are achieving the outcomes.

The detailed actions and success measures in the table below will be checked and added to where necessary before the Plan is published –

Our outcomes	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	'SMART' Success Measures will include
<p>Outcome 1:</p> <p>Our children and young people will have the best start in life and opportunities to give them positive lives</p> <p>N.B There is a responsibility for all children and young people in the borough and a duty towards vulnerable groups.</p>	<ol style="list-style-type: none"> 1. Enable children and young people have physically and emotionally healthy lives. 2. Ensure children and young people are supported to be “safe, secure and successful” 3. Enable children and young people to enjoy life and learning, to feel confident about their futures and aspire to achieve to their individual potential. 4. Support young people into employment, education and training. 5. Provide young people with opportunities to have their voice heard and to shape service planning and delivery. 	<ul style="list-style-type: none"> • Slough Children’s Services Trust • Slough Borough Council / Young People’s Services • Public Health • Joint Corporate Parenting Panel, • The Local Children’s Safeguarding Board • Schools • Voluntary and Community Sector • Youth Forum • Children in Care Council • Creative Education Partnership • East Berkshire College 	<p>Establishment of a ‘good’ children’s service judged good by Ofsted by the end of 2018</p> <p>Health targets (healthy start, oral health, child obesity, health inequalities)</p> <p>Social care data: Numbers of children subject to a child protection plan. Number of Children in care. Number of contacts / Referrals to Social Care. Number of early help assessments.</p> <p>Education outcomes (Key stages, GCSE, Pupil Premium benchmarking, LAC attainment, SEN attainment,)</p> <p>Levels of those not in education, employment or training (NEETs)</p>
<p>Outcome 2:</p> <p>Our people will become healthier and will manage their own health, care and support needs</p>	<ol style="list-style-type: none"> 1. Target those individuals most at risk of poor health and wellbeing outcomes to take up health checks 2. Develop preventative 	<ul style="list-style-type: none"> • Social care providers • Voluntary and community organisations • Residents • Slough CCG • Thames Valley Police 	<p>Smoking levels</p> <p>Increase in NHS health checks</p> <p>Levels of physical activity</p> <p>Numbers referred to national diabetes</p>

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Our outcomes	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	'SMART' Success Measures will include
	<p>approaches to enable our residents to become more able to support themselves.</p> <p>3. Build capacity within the community to enable a focus on supporting more people to manage their own health, care and support needs.</p> <p>4. Deliver a new model of public service that empowers residents to live independent and healthy lives.</p> <p>5. Ensure people are at the centre of the adult safeguarding process and are supported to manage any risks.</p>	<ul style="list-style-type: none"> • Probation Service • Leisure provider and sports' agencies • Slough Safeguarding Adults Board • Slough Children Services Trust • Local Safeguarding Children's Board • Schools • Business community • Housing Associations 	<p>prevention programme</p> <p>Reduction in the number of people receiving long term care.</p> <p>Increase in people receiving short term care and direct payments</p> <p>Increase in those people supported by voluntary and community sector</p> <p>Levels of social isolation</p> <p>Increased number of people involved in their safeguarding enquiries</p>
<p>Outcome 3:</p> <p>Slough will be an attractive place where people choose to live, work and visit</p>	<p>1. Work with members to conduct a residents survey on perceptions and combine with other survey data to create a clear understanding of peoples current perception of Slough (baseline)</p> <p>2. Work with the Safer Slough Partnership and other stakeholders (e.g. Town Centre Group) to ensure that crime prevention and community safety is at the heart of an attractive and vibrant Slough</p> <p>3. Work to promote Slough as an attractive, safe and vibrant place with opportunities for all</p> <p>4. Work with SBC teams and stakeholders to</p>	<ul style="list-style-type: none"> • Safer Slough Partnership • Schools • Community organisations • Wellbeing Board • LSCB and LSAB • SBC Teams • Community Safety • Community Cohesion • Planning • Building Control • Environmental Quality • Housing • Highways • Parks & Open Spaces • Neighbourhoods • The SUR • Slough Children's Trust • Youth Services • Leisure • Community 	<p>Establish a baseline to measure progress and success.</p> <p>Comparison of annual Crime rates</p> <p>Number/ % of strategic decisions & new policies that fully consider and document response to s17 (Crime & Disorder Act)</p> <p>% increase in positive perception (SMART Target for parks, open spaces, leisure residential, etc to be discussed)</p> <p>Number of parks with Green Flag status</p>

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Our outcomes	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	'SMART' Success Measures will include
	<p>enhance and promote Slough's open space, leisure, arts and culture, residential and visual offer and identify strategic improvements e.g. gateways to the town, and other strategic locations</p> <p>5. Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained</p> <p>6. Work with SBC teams and stakeholders to improve air quality</p> <p>7. Deliver the council's community cohesion strategy to increase community resilience.</p> <p>8. Work with partners to ensure that children and vulnerable people are protected (Child Sexual Exploitation and Trafficking)</p>	<p>Services</p> <ul style="list-style-type: none"> • Voluntary Sector • Businesses • Creative People and Places – HOME Slough • Waste & Environment 	<p>Gateway inspections, levels of street cleanliness, fly-tipping and graffiti removal</p> <p>Improve the average air quality concentrations by 10% against the current 2015 baseline By 2021</p> <p>SMART Target for Community Cohesion (% improvement from Baseline)</p> <p>A reduction in the number of high and medium risk CSE cases</p>
<p>Outcome 4:</p> <p>Our residents will have access to good quality homes</p>	<p>1. Build Healthy Lifetime homes that can be easily adapted to take account of changing conditions</p> <p>2. Review our allocations policy with a view to giving higher preference to those with long term disabilities who are unable to work</p> <p>3. Robust regulation of the private rented sector to ensure health and safety standards are met and overcrowding is reduced.</p> <p>4. Increase home</p>	<ul style="list-style-type: none"> • Private rented sector landlords • Private sector developers • Registered Providers • Slough Urban Renewal • Housing Associations 	<p>Number of new homes built each year</p> <p>Number new homes warranted and issued with building control completion certificates each year</p> <p>Number of social housing allocations each year</p> <p>Number of</p>

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Our outcomes	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	'SMART' Success Measures will include
	<p>improvements to allow people to stay in their own homes longer and not require expensive and unwanted residential care</p> <p>5. Make best use of existing public sector housing stock</p> <p>6. Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need</p> <p>7. Make better use of land and existing housing within the borough including using opportunities for new high quality, family and high density residential developments</p> <p>8. Prevent homelessness where possible through early intervention and using a range of housing options</p> <p>9. The Council will actively promote a new garden suburb in an area to the north of Slough</p>		<p>adaptations carried out each year that enable people to stay in their own homes</p> <p>Increase in council tax base and new homes bonus</p> <p>Levels of homelessness acceptances</p> <p>Void turnaround times and under-occupation moves</p> <p>Progress towards new Local Plan</p>
<p>Outcome 5:</p> <p>Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents</p>	<p>1. Focus the council's business inward investment and retention function on growing business rate income to support service provision</p> <p>2. Deliver infrastructure improvements to attract and support businesses</p> <p>3. Support businesses and partners to enable residents to develop</p>	<ul style="list-style-type: none"> • Public and private transport providers • SEGRO • Thames Valley Berkshire Local Enterprise Partnership • Slough Aspire • East Berkshire College • Key landlords, developers and commercial property agents 	<p>Business rate income</p> <p>New business investment</p> <p>Local skill levels</p> <p>Unemployment rate</p> <p>Town centre footfall</p> <p>Investor and developer enquiries</p>

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Our outcomes	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	'SMART' Success Measures will include
	<p>skills to meet local employers' needs</p> <p>4. Deliver a Local Plan that supports economic growth</p> <p>5. Maximise the opportunities for local people of an expanded Heathrow Airport</p> <p>6. Cultivate a vibrant town centre</p>	<ul style="list-style-type: none"> • Heathrow Airport Limited • Slough Urban Renewal • Secondary schools • Retailers • Slough CCG • Public sector partners • Waste & Environment – Local Authority Controlled Company 	<p>Vacancy rates decreased by xy%</p> <p>Footfall and spending increased by xy%</p> <p>Investor and developer enquiries/net promoter score</p> <p>Gap between residents and incoming workers weekly wages</p>

6. Budget

The Five Year Plan runs from 1 April in line with our budget so that our service and financial planning are aligned. The Five Year Plan is refreshed each year along with the budget so we have as much clarity as possible for the year ahead.

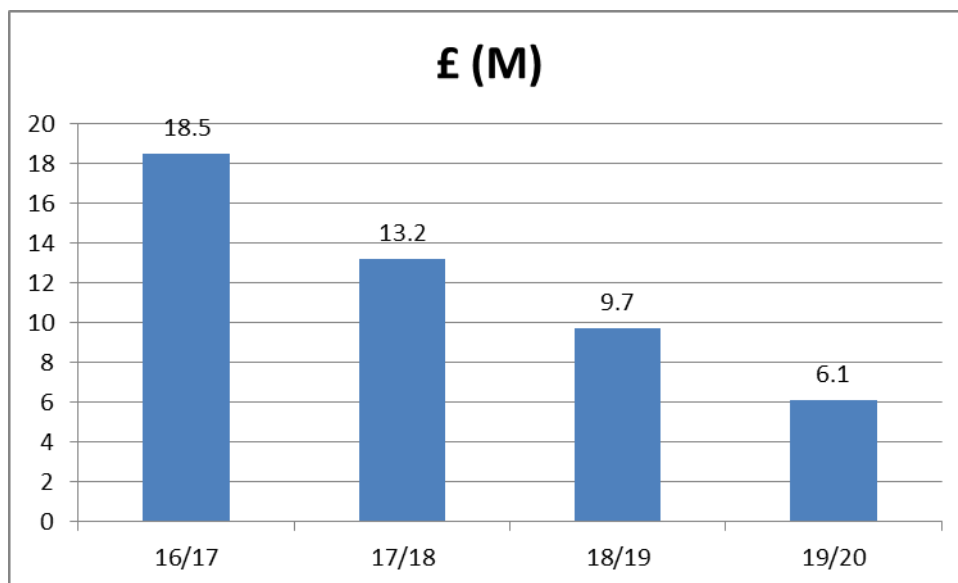
This section explains the scale of the financial challenge and savings required and our approach to tackle this as set out in our medium term financial strategy.

The challenge

Alongside all other local authorities, we are affected by severe financial constraints. Under the government's deficit reduction programme – intended to reduce the government's budget deficit – national funding for local government has significantly decreased. The local impact of these decisions has resulted in a 66.8% decrease in the amount of central government revenue support grant funding we receive from £39.8m in 2013/14 to £13.2m in 2017/18. Meanwhile our population continues to grow with added pressure on service expenditure as well as ongoing government reforms for example to the funding of adult social care and welfare.

Government has offered all local authorities the opportunity to take up a four year funding settlement if they publish an Efficiency Plan. In October 2016, the Council signed-up to this agreement and accepted the government's offer of minimum guaranteed funding levels (for the period 2016/17 to 2019/20) whilst also accepting that these funding levels will be significantly reduced - see table below.

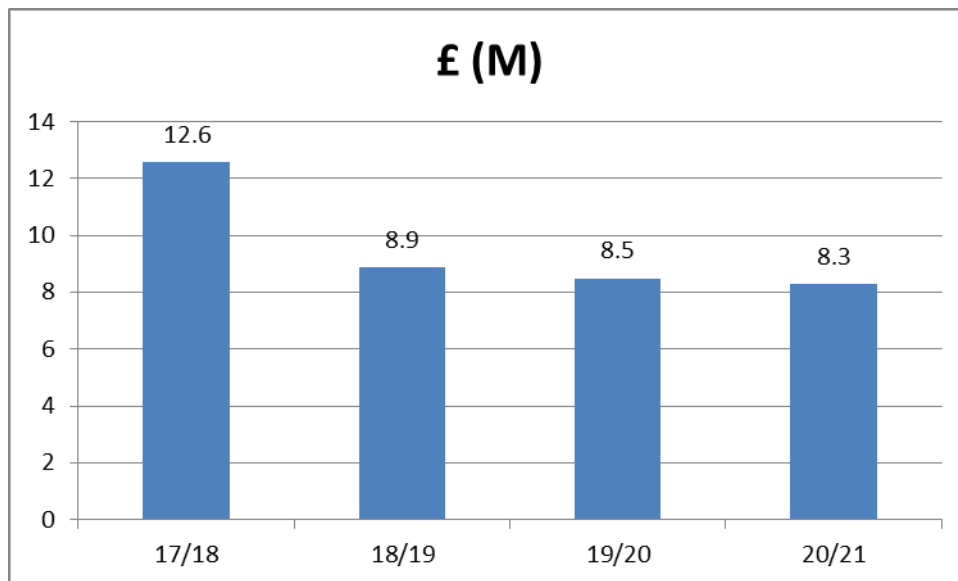
Revenue Support Grant to Slough Borough Council



Following the reductions in Revenue Support Grant the local government finance settlement in December included significant changes to the continuing operation of the New Homes Bonus and adult social care funding which have implications for our future funding assumptions. The Government is using the savings from New Homes Bonus to contribute towards a new £240m adult social care support grant. There will also be an increase in the adult social care precept from the current 2% to a new threshold of 3%.

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The table below shows how we need to make £38m savings over the next four years.



Our response

We have a history of ensuring a balanced budget is delivered, as well as over recent years increasing general reserves to a sustainable level to meet the future financial challenges.

We start from a position of strength in Slough. With a turnover of around £9 billion the underlying strength of our economy and reputation as a place to invest means that growth provides a number of opportunities. Inward investment, regeneration and infrastructure improvements will bring real benefits to Slough. We need to ensure the town remains economically viable. The development of our new Local Plan is facilitating discussions and decisions about our commitment to growth including more and quality housing which is important to meet the needs of local people as well as increase our tax base.

Our medium term financial strategy therefore aims to look for opportunities and seek innovative solutions to help not only protect frontline services wherever possible, but also to enhance the borough's infrastructure and communities to ensure long term benefits to the borough.

Our jointly owned development company, Slough Urban Renewal (SUR) is delivering some major changes to the infrastructure of the borough while providing income to the council. SUR has rapidly developed since 2014 into a key enabler of the council's regenerative and commercial policy. The company, jointly owned by Slough Borough Council and Morgan Sindall Investments Ltd, is building council infrastructure as well as major housing schemes across the borough.

Our Strategic Asset Purchase scheme is designed to use our balance sheet to improve ongoing revenue streams and increase our asset base. The scheme is limited to £25m initially for properties that provide a good yield back to the council and/or are designed to regenerate.

The council has committed to invest heavily in infrastructure over the next five years, specifically on providing new leisure facilities, the landmark civic building – The Curve, as well as major investment in transport and housing infrastructure.

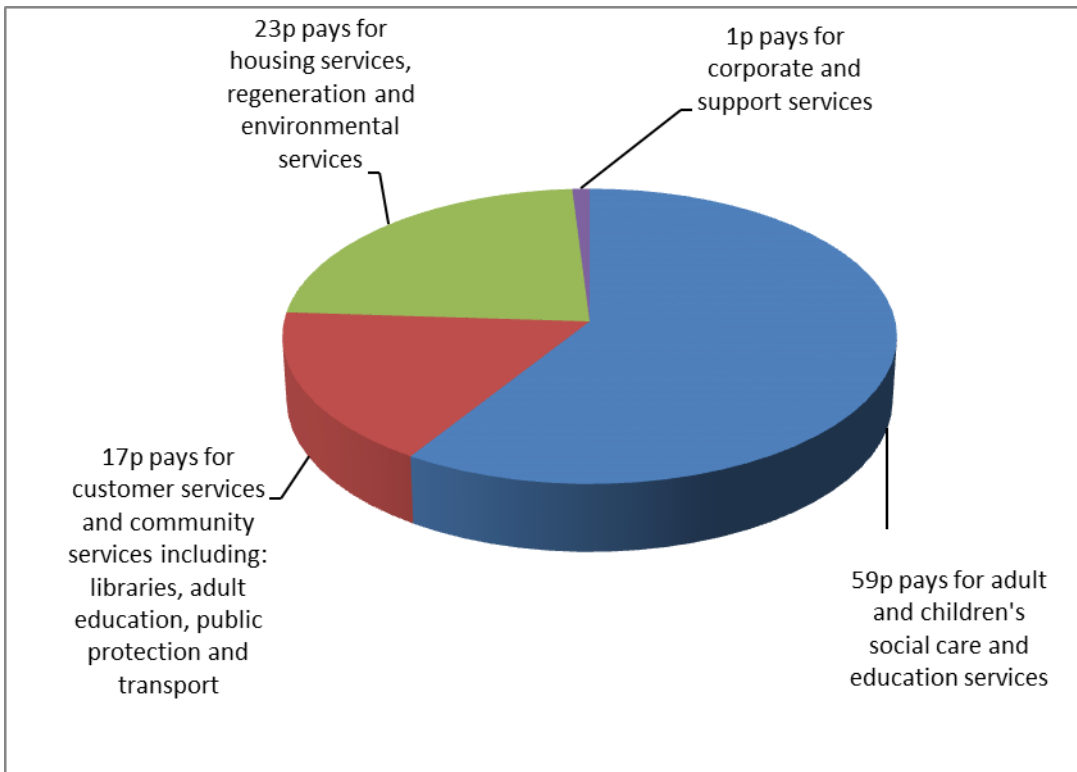
Alongside the council's investment, Crossrail opening in 2019 will also have a significant uplift to the borough, as will the planned western rail link to Heathrow due by the early 2020s.

This more innovative and entrepreneurial approach will also stand us in good stead in future years. Much of this income is on-going revenue streams, and where there is a one-off profit from the

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SUR, the schemes as a whole are helping to drive up council tax and business rates income overall and thus provide greater long term stability to the council's overall funding. This in turn helps to relieve the pressure on service expenditure in areas of high demand such as adult and children's social care.

The chart below shows how our money is spent -



7. Performance scorecard

It is important that we are able to provide evidence of progress towards achieving better outcomes to improve people's lives. The Outcome Plans in section 5 above include a series of success measures which we will use to monitor this.

We have identified a high level set of key performance indicators in the table below. These will form part of our Annual Report of progress against the outcomes. They will also be included in future annual refreshes of the Five Year Plan so that we have a consistent set of key performance measures to report against – whether performance is good or bad - so we can spot trends and tackle issues to get us back on track where needed.

Five Year Plan outcome	Performance measure
<p>1 Our children and young people will have the best start in life and opportunities to give them positive lives</p>	<ul style="list-style-type: none"> • Increase % pupils achieving a good level of development across the Early Years Foundation Stage • Reduce prevalence of childhood with excess weight at start and end of primary school • Safeguarding measure (from Corporate Parenting Plan) • Reduce levels of those not in education, employment or training (NEETs)
<p>2 Our people will become healthier and will manage their own health, care and support needs</p>	<ul style="list-style-type: none"> • Increase number of people starting a smoking cessation course / % of those who successfully quit smoking • Increase number of adults managing their care and support via a direct payment • Increase the uptake of health checks
<p>3 Slough will be an attractive place where people choose to live, work and visit</p>	<ul style="list-style-type: none"> • Increase levels of street cleanliness • Reduce crime rates per 1,000 population
<p>4 Our residents will have access to good quality homes</p>	<ul style="list-style-type: none"> • Increase in number of dwellings • Increase number of affordable homes • Increase number of planning applications approved
<p>5 Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents</p>	<ul style="list-style-type: none"> • Increase business rate collection / increase in business rate base • Reduce unemployment rate • Reduce journey time
<p>Enabling</p>	<ul style="list-style-type: none"> • Increase Council Tax in year collection rate • Increase proportion of Council Tax payments by direct debit • Increase proportion of residents signed up for self service

SLOUGH WELLBEING BOARD - ATTENDANCE RECORD 2016/17

MEMBER	20/7	28/9	16/11	26/1	29/3	10/5
Naveed Ahmed	P	P	P			
Ruth Bagley	Ap	Ap	Ap			
Roger Parkin						
Nicola Clemo						
Iain Harrison	Sub (Mark Gaskarth)	Sub (Lloyd Palmer)	P			
Mark Gaskarth						
Cllr Sabia Hussain	P	P	P			
Ramesh Kukar	P	P	P			
Lise Llewellyn	Ab	P	Ab			
Cllr Sohail Munawar	Ap	Ab	Ap			
Jim O'Donnell	P	P	P			
Les O'Gorman	Ap	Ap	Ap			
Krutika Pau	P	Ab				
Jo Moxon			Ap			
Colin Pill	P	Ap	P			
NHS England representative	Ab	Ab	Ab			
Alan Sinclair	P	P	P			
Supt. Wong	P	P	P			

P = Present

Sub = Substitute sent

Ap = Apologies given

Ab = Absent, no apologies given

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