

Date of issue: Friday, 17 March 2017

MEETING:	HEALTH SCRUTINY PANEL (Councillors Pantelic (Chair), Strutton (Vice Chair), Chaudhry, Cheema, Chohan, M Holledge, Mann, Qaseem and Smith) NON-VOTING CO-OPTED MEMBERS Healthwatch Representative Buckinghamshire Health and Adult Social Care Select Committee Representative
DATE AND TIME:	MONDAY, 27TH MARCH, 2017 AT 6.30 PM
VENUE:	VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF
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

AGENDA
ITEM

REPORT TITLE

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APOLOGIES FOR ABSENCE

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Press and Public

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Health Scrutiny Panel – Meeting held on Thursday, 19th January, 2017.

Present:- Councillors Pantelic (Chair), Strutton (Vice-Chair, arrived 6.36pm), Chaudhry, Cheema, Chohan, M Holledge (until 8.57pm), Mann, Qaseem and Smith

Non-Voting Co-optee – Colin Pill, Slough Healthwatch

Apologies for Absence:- None

PART I

41. Declarations of Interest

Councillor Cheema declared that a family member worked for Frimley Health NHS Foundation Trust at Wexham Park Hospital.

Councillor Pantelic declared that she had been appointed as the Council's outside body representative to the Council of Governors of Frimley Health NHS Foundation Trust as a non-voting stakeholder governor.

42. Minutes of the Last Meeting held on 23rd November 2016

Resolved – That the minutes of the meeting held on 23rd November 2016 be approved as a correct record.

43. Action Progress Report

The Scrutiny Officer updated the Panel on the progress of actions agreed at previous meetings and highlighted those that remained outstanding:

- 'Preparedness for Winter' (6th October) – the further information requested from Slough CCG on the local impacts of air pollution on respiratory conditions was yet to be received.
- 'Reconfiguration of the Borough's Activities Offer for People with Learning Disabilities' (23rd November) – the recommendations to Cabinet had been accepted.
- 'Mapping of services against local population' (23rd November) – access to Slough Maps for Members had yet to be arranged and would be followed up.
- 'Frimley Sustainability and Transformation Plan' (23rd November) – the joint workshop with Slough Wellbeing Board had been held immediately prior to the Panel meeting. The slides would be circulated to the Panel.

Resolved – That the Action Progress Report be noted.

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44. Member Questions

There were no questions from Members.

(Councillor Strutton joined the meeting)

45. Slough CCG Operating Plan 2017-19

The Clinical Chair of Slough Clinical Commissioning Group (CCG), Dr Jim O'Donnell, gave Members a presentation on the CCG Operating Plan 2017-19 and an update on current issues.

Members noted that the plans to bring delegated commissioning of primary care to Slough were progressing and likely to come into effect in April 2017, subject to NHS England approval. The CCG had nine 'must dos' for 2017-19 that included priority areas of cancer, mental health and improvement to referral to treatment times. The Operating Plan was closely aligned to local priorities including those set out in the Slough Joint Wellbeing Strategy - mental health and wellbeing, increasing life expectancy and protecting vulnerable people, and was focused on improving outcomes in priority areas of unwarranted variation in spend on neurological conditions, cancer and circulatory disease. Dr O'Donnell set out the examples of future developments that would address these priority areas including continued improvements in access to mental health services for children and young people, increased emphasis on prevention, and improved cancer diagnosis treatment times. More integrated care planning and social care would also be an important feature in the future to try to reduce the time people spent in hospital.

(Colin Pill joined the meeting)

During the course of the discussion, Members raised a wide range of issues which are summarised as follows:

- Life expectancy – Members asked what further action was planned to continue the rapid improvement in levels of life expectancy that had brought Slough much closer to national averages. It was responded that all plans should contribute to reducing such inequality and prevention and self-care were highlighted as being particularly important. Members commented on the key role that GPs played in influencing patients not only to treat any immediate conditions but to promote healthier lifestyles and other preventative activities. Dr O'Donnell recognised this but also highlighted the role of other partners to engage people effectively in such work.
- Clinical priorities – a Member asked what conditions should be prioritised to have the biggest overall impact on the local population. Dr O'Donnell explained that addressing the most common conditions would have the biggest statistical impact in terms of health outcomes. However, he highlighted the importance of improving services for

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people least well served by current provision such those with learning disabilities and neurological conditions.

- Cancer – Dr O'Donnell highlighted that early diagnosis was the key to improving outcomes for patients and more needed to be done to raise awareness in the population to identify symptoms early and visit their GP if they had concerns. Preventative work such as diet and lifestyle factors was also important.
- Mental health – the Panel welcomed the positive progress that had been made in improving local Child and Adolescent Mental Health Services (CAMHS) recently and Dr O'Donnell highlighted the investment required at an earlier stage to further improve services. Family circumstances and the role of parents was also discussed in finding a solution that met the wider needs of children experiencing mental health conditions.
- Workforce – the possible impact of Brexit on the workforce in the health sector was raised given the reliance on imported labour and skills. The CCG recognised the important contribution that immigrants made to the healthcare system. It did not currently have any specific plans in place, however, providers would need to take their own decisions in relation to workforce planning.
- Engagement – the Panel discussed engagement at some length given the importance of communicating with people about how best to prevent health conditions, self-care and access appropriate health services. More generally, the current Channel 5 documentary on 'GPs: Behind Closed Doors', filmed at Dr O'Donnell's Farnham Road practice, helped improve understanding of the issues and challenges faced by the primary care sector.
- Children's Health - Members felt that it was crucial to communicate with schools and young people and offered their support to any practical steps that could be taken. Health professionals needed to work closely in a coordinated way with schools and children's services providers to promote healthy diets, exercise and awareness. The Director of Adult Social Care highlighted that issues particularly effecting children had been flagged up in the Frimley Sustainability & Transformation Plan but that more detailed work needed to be undertaken. It was requested that the Interim Director of Children's Services, Director of Public Health and Chief Executive of Slough Children's Services Trust be involved in co-ordinating this work. The Panel encouraged the CCG to work proactively with these partners to promote healthy lifestyles in schools and that the Panel be updated on progress.
- Transport access – asked about the role of the CCG in bus services for disabled patients to health services, Dr O'Donnell commented on the provision of home based services for patients if their disability

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prevented them visiting a surgery. Concern was raised about the lack of anchors for wheelchair users on some bus services to Wexham Park Hospital. The Overview & Scrutiny Committee had raised this issue directly with First Buses at a recent meeting, however, Members were not satisfied with the response provided and commented that it could be a matter for further scrutiny. In view of the Panel's concerns it was suggested that the matter be looked into in further detail by Healthwatch and the CCG and that the concern be raised with the Council's transport team.

At the conclusion of the discussion the Chair thanked Dr O'Donnell for his presentation and the Panel noted the report.

Resolved –

- (a) That the presentation and the CCG Operational Plan be noted.
- (b) That the CCG and Healthwatch have further discussions on the issue of disabled facilities on buses providing access to Wexham Park Hospital and that the concerns of the Panel be passed to the Council's transport department.
- (c) That the Panel encourage the CCG to work proactively with the Council's education and public health teams and Slough Children's Services Trust to promote healthy and active lifestyles to children in local schools with an update to be provided at a future meeting.

46. **Get Active Slough - A Five Year Leisure Strategy for Slough - Progress Update**

The Leisure Strategy Manager gave a presentation that updated the Panel on the progress that had been made in implementing the Council's Five Year Leisure Strategy, Get Active Slough.

The Panel noted that although childhood obesity remained relatively high and levels of activity were low, Slough was the most improved local authority area in the country since 2006 in effecting change in the level of physical activity. In addition to the major programme of capital investment in leisure facilities there was strong community based programme and local facilities such as ten new green gyms, trim trails and fitness trails. The community programmes had proved successful in terms of participation with 10,836 participants against the target of 2,650. There was a scheme in place with GP surgeries offering activity such as yoga and pilates. A weight management programme was being piloted at Priory School for 12 weeks involving nutritional workshops and physical activity.

Members discussed the potential impacts on health outcomes of the major capital investment in Slough's leisure centres and the facilities mix proposed for the refurbished Salt Hill facility were scrutinised. The importance of monitoring key targets and evaluating the health and wellbeing benefits of the

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investment was emphasised. The difficulty in evaluating the direct impacts of preventative programmes on health outcomes was recognised, however, Members felt that it was important to establish clear baselines and monitoring wherever possible. The Panel welcomed the high levels of participation achieved by the Get Active programme and queried the future funding of the programme. The Leisure Strategy Manager stated that the team was pursuing any available funding sources.

Other issues discussed included the promotion of the leisure programmes and particularly the effectiveness of social media marketing. It was requested that further information be provided on the figures for Facebook use and the leisure team was encouraged to involve councillors in the engagement programme. In response to a question, it was noted that a GP referral programme was in place to help patients access activity programmes where appropriate and it may be possible to provide some discounted passes for relevant patients to facilities operated under the new leisure contract.

(Councillor Holledge left the meeting at this point)

At the conclusion of the discussion, the Panel noted the presentation and welcomed the progress being made.

Resolved – That the update presentation on the progress of the Five Year Leisure Strategy for Slough be noted.

47. **Bus Services to Wexham Park Hospital**

In the absence of an officer to present the report it was agreed to defer the report to the next meeting. The Chair would write to the Head of Transport & Highways to express dissatisfaction about the situation. The Panel requested that the report provide more information on access to other health facilities, not just Wexham Park Hospital, particularly in view of the closure of the GP surgery in Colnbrook.

Resolved – That the report be deferred to the next meeting.

48. **2016/17 Work Programme**

The Work Programme for the remainder of the 2016-17 municipal year was considered and the items for the next meeting in March were confirmed to include Connected Care and the deferred report on transport access to health facilities.

Resolved – That the Forward Work Programme be agreed.

49. **Attendance Record**

Resolved – That the Members' Attendance Record 2016-17 be noted.

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50. Date of Next Meeting

The next meeting of the Panel would be held on 27th March 2017.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.17 pm)

Health Scrutiny Panel – Action Progress Report

6th October 2016

Minute:	Action:	For:	Report Back To: Date:
23	Re: Community Nursing Services: following a request by a Member it was agreed that a summary of the consultation feedback would be provided to the Panel.	Public Health	HSP As appropriate

23rd November 2016

Minute:	Action:	For:	Report Back To: Date:
34	Service users no longer requiring building based provision would continue to be tracked and supported and would be reviewed annually.	Adult Social Care	Councillors Ongoing
34	Resolved: That the Panel receive a further report at its meeting on 29th June 2017 on the progress made in enhancing the range of community based provision; feedback from service users and families on the impacts of the reconfiguration; and tracking information on the services being used by those effected by moving from building based day centre provision.	Adult Social Care	HSP 29 th June 2017
36	In relation to the Walk-In Centre it was noted that the options for Upton and St Marks Hospitals were under review and it was expected that an options appraisal would be ready by February 2017 and there would be public consultation.	CCG	Public February 2017

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SLOUGH BOROUGH COUNCIL

REPORT TO: Health Scrutiny Panel **DATE:** 27th March 2017

CONTACT OFFICERS: Alan Sinclair, Director Adult Social Services

(For all Enquiries) (01753) 875752

WARD(S): All

PART I
FOR INFORMATION, COMMENT AND CONSIDERATION

HEALTH AND ADULT SOCIAL CARE DIGITAL INNOVATIONS

1. Purpose of Report

This paper seeks to update the Panel on the work taking place locally to digitally transform the delivery of Health and Adult Social Care in Slough and the wider Frimley Health and Care Sustainability & Transformation Plan (STP). This report provides a summary discussion on these digital developments and the expected outcomes of this work over the next 5 years.

2. Recommendation(s)/Proposed Action

The Panel is requested to note and comment on these developments and consider the implications on information governance and security, digital inclusion, collaboration and the potential for wholesale transformation and efficiency savings through the use of digital as an enabler in the delivery of more efficient public services.

3. The Council's Five Year Plan, JSNA and the NHS's Local Digital Road Map

3.1 The citizen experience of digitally enabled health and social care is currently far from the digital world experienced in other aspects of our lives:

1. Average online spending in Great Britain is in excess of £1 billion each week, an increase of almost 25% compared to a year ago.
2. Online banking shows a huge increase in smartphone usage. In 2015 there were 11m banking app logins each day, a 50% rise on the previous year and correlating with a 32% fall in branch visits.
3. Nationally, almost all adults aged 16 to 34 years old are classed as 'recent internet users', and usage in the 65 to 74 age group has increased by over 68% during the last five years.

(A Local Digital Roadmap for the Frimley Health and Care System, 2016-2021)

3.2 The local digital innovations will allow our citizens to take greater control of their wellbeing through self-service portals, self-care apps and real-time data and will support professionals to securely access citizen information underpinning improvements in effective case and clinical decision making.

- 3.3 There are currently two coordinated strategies driving the digital agenda, those being the Council's 5 year plan and the Frimley STP Local Digital Roadmap (LDR) including the connected care programme. A key principle of our work is that organisations will invest in digital technology that supports the whole system with citizen focused agenda.
- 3.4 In relation to the Council's five year plan, outcome 2 "Our people will become healthier and will manage their own health, care and support needs" the following areas of priority are relevant to the digital programme:
1. Improve citizen's wellbeing
 2. Enable our Citizens to support themselves
 3. Promote healthy life styles
 4. Build community capacity
 5. Reduce social isolation
- 3.5 In relation to health and care the Frimley Local Digital Road map builds on the work already taking place to transform health and care provision in the region and sets out the following five priorities over the next 5 years:
1. Improve wellbeing of people living in the area
 2. Improve treatment planning for patients with long-term conditions
 3. Provide proactive management for people who have multiple, complex and long-term physical and mental health conditions
 4. Redesign urgent and emergency care
 5. Reduce variation and local health inequalities.
- 3.6 There are a number of common strategic outcomes of this work, what is clear is that there is a coherent vision for the role of technology in delivering long-term sustainable change for local health and care services, these include:
1. Maximising our collective professional knowledge, expertise and decision making capacities
 2. System interoperability and real-time data exchange
 3. Connecting our Citizens to opportunities in the Community
 4. Increasing access to self-support services
 5. Developing whole systems data intelligence capabilities for improved analytics and real-time demand management
 6. Generating efficiencies and cashable savings, though channel shift in order to utilise our resources
 7. Reducing avoidable hospital admissions
 8. Change the focus from managing ill health towards one of prevention, early detection and self-care
 9. Support individuals being responsible for their own health and care when able

4 Digital Channel Shift

- 4.1 The maxim “digital by default” is not one that is embraced within Health & Social Care locally. It is clear that digital interventions should be seen as an enabler.
- 4.2 Since the majority of Adult Services and Health contact is face to face, it is important to recognise that this form of contact will still be available for those citizens with complex needs.
- 4.3 Digital interventions free up valuable resource away from the lower end interventions toward those that require active face to face professional support.

5 Digital Inclusion

- 5.1 The usual route for advice and information would be online, for those service users with complex needs who will never be able to access services digitally, there will continue to be the option of accessing services on the telephone or face to face.
- 5.2 There is a recognition that effective communication still needs to be undertaken with Slough’s Citizens on our digital developments to ensure that they are digitally included as we continue to expand our digital offers.
- 5.3 In this regard partners will review plans to ensure that everyone who lives or supports a Slough resident has the opportunity to go online and are supported in the development of their own capabilities to access digital services. The model or funding of delivery in this regard has yet to be identified but is likely to focus on the use of voluntary services.

6 Information Governance & Security

- 6.1 In September 2015 the Connected Care Programme initiated an Information Governance steering group comprising of the Caldicott guardians (or delegates) from each of the organisations involved. The purpose of this group was to ensure a strong Information Governance management framework was developed in order to demonstrate to all partner organisations that all personal confidential data will be processed, used and shared lawfully and that all data protection requirements are being effectively satisfied. The steering group is chaired by the LMC.
- 6.2 The steering group has developed a set of 12 key principles that all participating organisations have signed off. These principles are evidenced by a documentation suite that that supports and ensures these principles are being adhered to.
- 6.3 The information sharing framework has now been signed up by every GP Practice and all secondary and social care organisations in Berkshire.

- 6.4 The NHS and Local Authorities are subject to a number of national compliance frameworks such as N3 and Public Service Network (PSN) ensure that security standards are adhered to. Specifically in relation to the projects in this roadmap this work is governed by the LDR Programme Board and secondary internal NHS and Council Information Governance approval processes.

7 Equalities Impact Assessment

- 7.1 Equality Impact Assessments are undertaken as the projects are formally initiated to assess the impact of any proposals on the protected characteristics.
- 7.2 The project teams delivering these changes are acutely aware of the potential to exclude certain sections of the population either through poorly designed user interfaces that for example limit English not being the first language or visual impaired users. Consequently, the projects that have been initiated have been co-designed with our Citizens or staff (as appropriate) to mitigate these risks.

8 Digital Innovations

8.1 The following key digital initiatives will help facilitate a fundamental change in the way in which the NHS and Council deliver public services.

Body	Project	Summary	Status	Outcomes
ASC	Citizen Portal	ASC Self-service portal to deliver online carers assessments, Financial Assessments, prevention support, self-referral and channel shift contacts made to the department.	June 2017	<ul style="list-style-type: none"> • Reduced delays in financial assessment completion & reduce the use of inappropriate domiciliary care • Maximise staffing resource
ASC	Smart Working	Extension of the initial pilot of mobile working devices in the department as part of the Council's Accommodation and Smarter Working Strategies.	Live	<ul style="list-style-type: none"> • Reduction in travel time and expenses receipts • Decrease in desk to staff ratios • Reduction in the public estate
ASC	Place-based Service Directories	Increase the effectiveness of signposting opportunities in the community by improving the local service directory and identifying tech to mine, organise and maintain in real-time the information and advice on community assets	TBC	<ul style="list-style-type: none"> • Reduction in staff required to maintain this resource • Increase the accuracy and availability of Info and Advice • Increase Civic responsibility
ASC	Management Information System (MIS)	The implementation of a new reporting tool that will facilitate the use of balance scorecards for use in operational performance and to integrate datasets with commissioning partners	June 2017	<ul style="list-style-type: none"> • Increase operational effectiveness • Increase data quality • Identify commissioning gaps • Slough wide data observatory
ASC	ICUL	3 year "wearables" research programme with Henley Business School to develop effective interventions in Social Care	TBC	<ul style="list-style-type: none"> • Increase the levels of physical activity • Increase Citizen interdependencies
SBC	Customer Relationship	The Council is currently developing a CRM specification that support the Customer & Digital Strategy	2018	<ul style="list-style-type: none"> • Delivery of Citizen focused services

	Management System			<ul style="list-style-type: none"> • Link departmental data about Citizens together • Identify population and behavioural trends and link this back to continual service improvement
Public Health	ZTE Point of Care Testing (POCT) tablet PCs	Relevant to health, well-being and adult social care – ability to monitor Atrial Fibrillation, Blood Pressure, Oxygen Saturation, ECG and Glucose levels in the community, freeing up GP time.	Live	<ul style="list-style-type: none"> • Identification and management of Long Term Conditions • Reduction in hospital admissions
Public Health	Myself care	Cloud based remote monitoring system that allows a patient to take their own Blood Pressure, Weight, Pulse, Oxygen or Diabetes reading and instantly transmit these via email to a clinician (doctor, nurse, and pharmacist) or a family member, friend or carer.	Live	<ul style="list-style-type: none"> • Increase patient self-care responsibility • Reduction in hospital admissions
Public Health	One You Slough	One stop online shop for tools and personalised support to help people make lifestyle changes using insights(healthy needs to be desirable and achievable), understanding and empathy, but still sending hard hitting messages to elicit positive behavioural change around smoking, drinking, mental health, sleeping well, etc.	Live	<ul style="list-style-type: none"> • Upstream early intervention and health promotion to avoid or reduce Health and social care needs downstream
ASC/ NHS	Connected Care – Integrated Records	<p>Connected Care is a joint health and social care programme funded currently through Better Care Fund.</p> <p>The development and delivery of a role-centric, integrated record sharing portal embedded within health and social care systems. Interoperability and digital data exchange across organisational boundaries.</p>	<p>Live in BHFT & BFBC</p> <p>SBC will be Aug 2017</p>	<ul style="list-style-type: none"> • Less time chasing information • Cost – reduced duplicate tests, admissions, readmissions • Clinical – greater clinical capacity, improved discharge and planning across care pathways • Efficiency – reduction in adverse events and medication errors • Interoperability saves lives and delivers higher level of care

ASC/N HS	Connected Care – Person Held Record	A person held record (PHR) for health and social care for the citizens of Berkshire containing information from health and social care providers and citizens, supporting the individual managing their care (digitally enabled self-care) and giving consent to providers of services and carers to view their record based on an agreed data set.	First quarter 2018	<ul style="list-style-type: none"> • Citizen have choice and control • Citizen are better able to help themselves • More care at home • Anticipatory care capability through monitoring technology • Improvement programme integration
ASC/N HS	Connected Care – Systems Intelligence	Whole systems intelligence to bring together clinical outcome data providing an opportunity for supporting population health management, effective commissioning, planning, clinical surveillance and service re-design.	Third quarter 2017	<ul style="list-style-type: none"> • Intelligence driven commissioning • Holistic view of health and wellbeing continuum • Citizen centric alignment with organisational services • identify patients who are at high risk of an adverse event

*ASC = Adult Social Care / SBC = Slough Borough Council / PH = Public Health / NHS = National Health Service

9 Risk Management

Risk	Mitigation
<p>Managing demand - as opposed to providing self-service digital interventions on their own may result in the opening of latent demand in the population</p>	<ul style="list-style-type: none"> • Ensure that robust planning is in place to phase the implementation of various changes in the contact methods and manage any unintended consequences • Ensure that face to face and phone contacts will still be available for complex cases
<p>IT infrastructure – The Council is in the midst of a wide scale infrastructure project that creates a number of IT related staffing capacity and technical dependency issues during the same time period as this Digital transformation.</p>	<ul style="list-style-type: none"> • Establish robust project and programme governance to resolve issues and as a point of escalation • The Digital Transformation board has audited all Council digital projects with regards to strategic priority to ensure that project resource is allocated appropriately
<p>Digital Inclusion - residents display different levels of willingness to engage with the digital world and the cost and access to digital solutions and data connectivity might inhibit progress</p>	<ul style="list-style-type: none"> • Co-design solutions with our Citizens and staff and involve them as member of our project delivery teams • Develop community based digital champions to engage and support our citizens
<p>Information Governance & Data Security – there is a threat of fines and public criticism from data breaches</p>	<ul style="list-style-type: none"> • Any projects that involve the transfer of data are subject to compliance frameworks to ensure that the correct information governance is in place. Only when compliance has been achieved and this approved by senior NHS and Council officers will data be permitted to be sent and or accessed.

10 Conclusion

- 10.1 There is a system consensus on the delivery of whole system digital transformation projects in Slough and the wider Frimley STP with good progress being made.
- 10.2 There are sufficient information governance and accreditation frameworks in place to ensure that Slough residents' data is protected in accordance with the Data Protection Act.
- 10.3 Digital inclusion is an area for further development to ensure that particular groups are not excluded from benefiting from current and future projects.

10.4 The citizen experience of digitally enabled health and social care is currently far from the digital world experienced in other aspects of our lives.

10.5 Digital interventions should be seen as an enabler, one size does not fit all.

10.6 Robust project and programme governance is required to mitigate risk, resource plan and escalate entrenched issues.

11 Appendices Attached

None.

12 Background Papers

None.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Health Scrutiny Panel **DATE:** 27 March 2017

CONTACT OFFICER: Dean Tyler, Head of Policy, Partnerships & Programmes and
Simon Broad, Head of Adult Safeguarding & Learning
Disabilities

(For all Enquiries) (01753) 875847

WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

FIVE YEAR PLAN 2017 – 2021**1. Purpose of Report**

- 1.1 To update the Panel on the Council's new Five Year Plan and in particular to discuss Outcome 2: 'Our people will become healthier and will manage their own health, care and support needs.'

2. Recommendation(s)/Proposed Action

- 2.1 The Panel is requested to consider the plans in place to achieve Outcome 2 in the new Five Year Plan (see Appendix A) and what information it requires over the course of the year as part of its work programme.

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

The Five Year Plan relates to all aspects of the Slough Joint Wellbeing Strategy's priorities as set out below:

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

The Five Year Plan has been developed using the evidence base of the Joint Strategic Needs Assessment and the Slough Story.

3b. Council's Five Year Plan Outcomes

The new Five Year Plan has streamlined the outcomes down to five to replace the previous eight.

4. Other Implications

(a) Financial - the Five Year Plan is important in determining the priority outcomes against which resources will be allocated. The time frame for the Five Year Plan is

aligned with our medium term financial planning and will roll forward each year, i.e. the new Plan looks ahead for the five years 2017/18 to 2021/22.

(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 Plan and other plans may have legal implications which will be brought to the attention of 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 Plan, as required.

5 **Supporting Information**

- 5.1 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.
- 5.2 The Five Year Plan is therefore an important element of our strategic narrative in explaining our ambitions for Slough's future. It also describes the role of the Council in achieving this, recognising the importance of working with our communities and putting people first in everything we do.
- 5.3 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.
- 5.4 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 duplication and removing others where they were more about ways of working than tangible outcomes.
- 5.5 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

5.6 This report provides an opportunity to discuss Outcome 2 in more detail.

Our people will become healthier and will manage their own health, care and support needs
1. Target those individuals most at risk of poor health and wellbeing outcomes to take up health checks
2. Develop preventative approaches to enable our residents to become more able to support themselves.
3. Build capacity within the community to enable a focus on supporting more people to manage their own health, care and support needs.
4. Deliver a new model of public service that empowers residents to live independent and healthy lives.
5. Ensure people are at the centre of the adult safeguarding process and are supported to manage any risks.

6 Measuring progress

6.1 We produce an Annual Report of progress with case studies and performance indicators setting out how we are delivering our priority outcomes.

6.2 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. We are particularly keen to ensure that we meet Members' requirements expressed at both Cabinet and Overview and Scrutiny Committee to improve performance reporting. We are working on a new format for the performance report to focus on a high level set of measures.

7 Comments of Other Committees

7.1 We have worked with the Leader and all Commissioners to ensure that the priority outcomes reflect the political priorities of the new Administration.

7.2 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. The Committee allocated the five outcomes to each of the Scrutiny Panels. Outcome 2 was allocated to the Health Scrutiny Panel.

8 **Conclusion**

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

9 **Appendices Attached**

'A' Five Year Plan 2017-2021

10 **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 to 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.

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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.

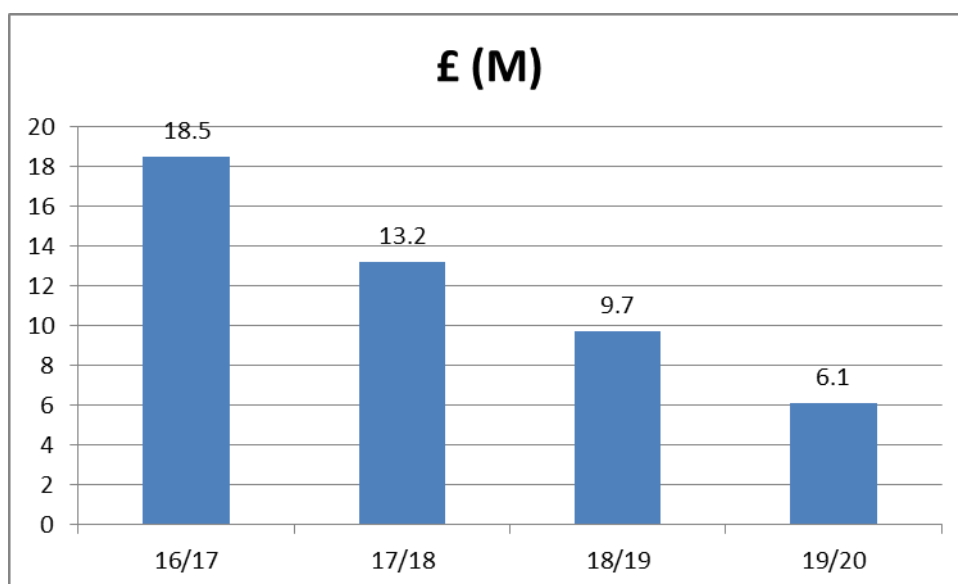
This section explains the scale of the financial challenge and savings required and our approach to tackle this as set out in our medium term financial strategy.

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.

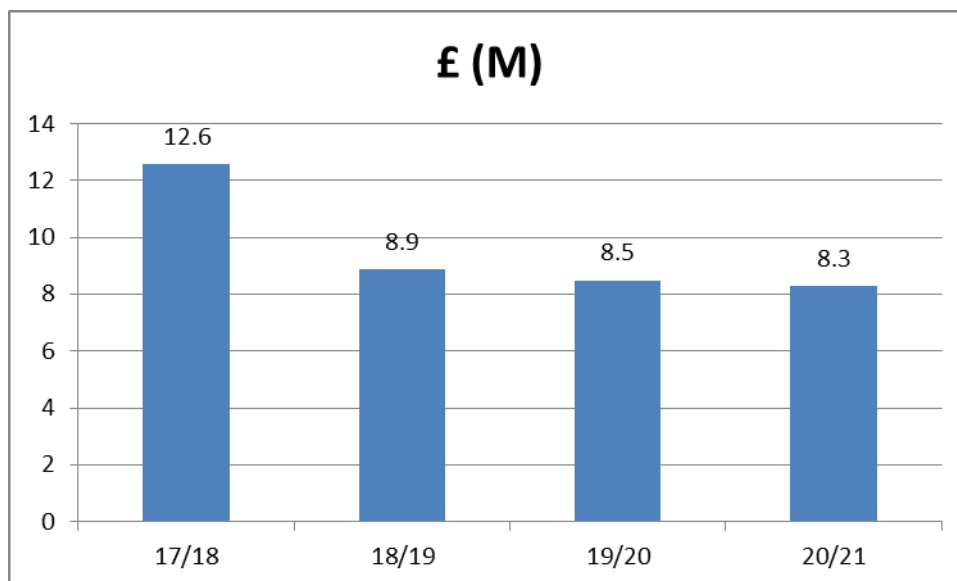
Revenue Support Grant to Slough Borough Council



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.

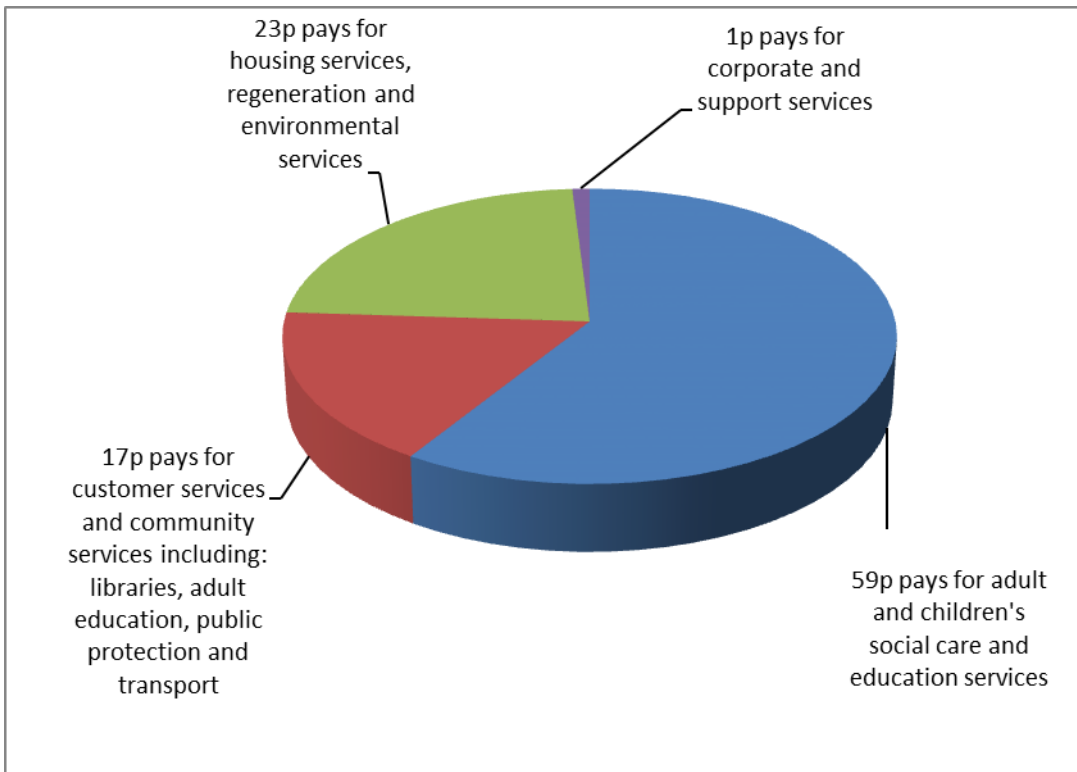
Alongside the council's investment, Crossrail opening in 2019 will also have a significant uplift to the borough, as will the planned western rail link to Heathrow due by the early 2020s.

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

FIVE YEAR PLAN 2017-2021

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 -



FIVE YEAR PLAN 2017-2021

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
1 Our children and young people will have the best start in life and opportunities to give them positive lives	<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)
2 Our people will become healthier and will manage their own health, care and support needs	<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
3 Slough will be an attractive place where people choose to live, work and visit	<ul style="list-style-type: none"> • Increase levels of street cleanliness • Reduce crime rates per 1,000 population
4 Our residents will have access to good quality homes	<ul style="list-style-type: none"> • Increase in number of dwellings • Increase number of affordable homes • Increase number of planning applications approved
5 Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents	<ul style="list-style-type: none"> • Increase business rate collection / increase in business rate base • Reduce unemployment rate • Reduce journey time
Enabling	<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 BOROUGH COUNCIL

REPORT TO: Health Scrutiny Panel **DATE:** 27 March 2017

CONTACT OFFICER: Dean Tyler, Head of Policy, Partnerships & Programmes,
Slough Borough Council

(For all Enquiries) (01753) 875847

WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

SLOUGH WELLBEING BOARD'S ANNUAL REPORT 2016/17**1. Purpose of Report**

- 1.1 To outline the process that is being followed to develop the Slough Wellbeing Board's Annual Report for 2016/17 and provide members with an early opportunity to comment on the current working draft.

2. Recommendation(s)/Proposed Action

- 2.1 The Panel is requested to note and endorse 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.

3. The Slough Wellbeing Strategy (SJWS) 2016 - 2020, the Joint Strategic Needs Assessment (JSNA) and the Council's Five Year Plan 2017 - 2021

- 3.1 The Annual Report 2016/17 has been structured to address progress against the Wellbeing Board's statutory responsibilities as well as each of the Wellbeing Strategy's four strategic priorities. It also contributes to the following Five Year Plan outcomes:

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

4. Other Implications

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

5. Supporting Information

- 5.1 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 statutory

responsibilities as well as its ambition to reduce health inequalities and improve health and wellbeing outcomes across the borough.

- 5.2 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.
- 5.3 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.
- 5.4 Health Scrutiny Panel members were given an opportunity to comment on an earlier draft of the Plan. No substantive comments were received. The Panel is therefore invited to note and comment on the latest draft at Appendix A, where appropriate.

6. **Comments of Other Committees**

- 6.1 The Wellbeing Board has been closely involved in the preparation of the annual report.
- 6.2 It is presently the subject of a wide consultation with members of the key partnership groups in Slough, before it is taken to full Council for endorsement in April, with the final draft being brought back to the Wellbeing Board for sign off at their May 2017 meeting. Any comments made during this process will be fed into the next version.

7. **Conclusion**

- 7.1 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.
- 7.2 Comments are welcomed on the current draft and further progress reports to the Panel once the Annual report has been finalised can be provided, as required.

8. **Appendices Attached**

'A' - Slough Wellbeing Board's Annual Report 2016/17 (Draft)

9. **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 – 2020 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 four years work has been ongoing to refresh Slough's JSNA; this included a light refresh of key data in 2016 and the document being published online. An easy to read summary version of the JSNA using infographics was also published and is available at: www.slough.gov.uk/council/joint-strategic-needs-assessment/. Work has also taken place on a number of more in depth needs assessments around a variety of topics including the recommissioning of major services such as Sexual Health, our Cardiovascular Prevention Programmes and the 0-19 Public Health Services. These findings were also taken into consideration when 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 2015 and runs until 2018. It will be renewed during the course of 2017/18 with an updated document taken to the Wellbeing Board for endorsement in early 2018. More information on the PNA can be found here - www.slough.gov.uk/council/joint-strategic-needs-assessment/pharmacy-needs-assessment.aspx

Safeguarding

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

Priorities in the Joint Wellbeing Strategy 2016 – 2020

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

Priority 1: Protecting vulnerable children

Priority 2: Increasing life expectancy by focusing on inequalities

Priority 3: Improving mental health and wellbeing

Priority 4: Housing

Other Achievements in 2016/17 included:

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

initiate an honest dialogue with these groups, identify the resources and skills that exist within the community and build community confidence and capacity.

- Refreshing its Overarching Information Sharing Protocol to ensure information is shared consistently and securely between Board members.
- Refreshing its Safeguarding People Protocol. This Protocol sets out the distinct roles and responsibilities of the Slough Wellbeing Board, Slough Local Safeguarding Children's Board, Slough Adults Safeguarding Board, Safer Slough Partnership, the Preventing Violent Extremism Group and the Joint Parenting Panel and the interrelationships between them in terms of safeguarding the people of Slough and the means by which effective co-ordination and coherence between the Boards will be secured.
- Publishing a Protocol which sets out the respective roles and statutory responsibilities of the Slough Wellbeing Board, Healthwatch Slough and the council's Health Scrutiny Panel and provides a framework for handling key issues and information between these Committees in light of their individual functions.

More information about these Protocols can be found at

www.slough.gov.uk/council/strategies-plans-and-policies/slough-joint-wellbeing-strategy.aspx

- Receiving a number of reports from Healthwatch Slough, including:
 - Healthwatch Slough Operating Plan 2016/17
 - The use of the Prime Minister's Challenge Fund, to increase access to extended hours appointments
 - The Use of Slough Walk In Centre at Upton Hospital by vulnerable people
 - The Big Food Fight – A Children's Quiz –young people's understanding and experience of health, wellbeing and related local services.
 - Quarterly Intelligence-Reports for 2016
 - Healthwatch Slough Annual Report 2015/16

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

Section 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.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Health Scrutiny Panel **DATE:** 27th March 2017

CONTACT OFFICER: Eric Stevens (Assistant Transport Planner)
(For all Enquiries) (01753) 875662

WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

PUBLIC TRANSPORT SERVICES TO WEXHAM PARK HOSPITAL & HEALTHCARE CENTRES

1. **Purpose of Report**

- 1.1 To consider the current arrangements for public transport to Wexham Park Hospital and other health care centres in addition to their suitability of such agreements for the future.

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

- 2.1 The Health Scrutiny Panel is requested to:
- a) Comment on the current arrangements,
 - b) Make suitable recommendations as to how these could be amended to benefit local residents and hospital visitors, and
 - c) Refer any matters as appropriate for further scrutiny.

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**

Access to healthcare for all residents relates to the following aspects of the Slough Joint Wellbeing Strategy:

- Increasing life expectancy by focusing on inequalities
- Improving mental health and wellbeing

3b. **Council's Five Year Plan Outcomes**

This report relates to the following Five Year Plan outcome:

- Our people will become healthier and will manage their own health, care and support needs

4. **Other Implications**

- (a) Financial - The report is not requesting any further subsidies or outlay from Slough Borough Council (SBC).
- (b) Risk Management - There are no identified risks associated with the proposed actions beyond those relating to access to the hospital.
- (c) Human Rights Act and Other Legal Implications - There are no direct legal implications.
- (d) Equalities Impact Assessment - There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report.

5. **Supporting Information**

- 5.1 Since 24th September 2016, First Bus have made significant changes to their bus services in Slough. As part of this, Route 6 (formerly 6A) ceased to serve Wexham Park Hospital, but First Bus introduced a new dedicated service, Route 14, which operates between Slough Bus Station and Wexham Park Hospital. Wexham Park Hospital is now served by a total five bus services; route 14, 53, 335, 583 and WP1.
- 5.2 First Bus did not change their ticketing arrangements at this time. This allowed passengers from across Slough to access Wexham Park Hospital by changing buses at Slough Bus Station and using a First Slough area daily or season ticket. However, these are no longer valid on the WP1 route; this means that these passengers for the hospital can only use Route 14.
- 5.3 At present the 15 healthcare centres listed in Slough on the Public Health England database each have approximately two or three (but in some cases up to 10) bus routes serving within walking distance.

Route	Route Covered	Provider
6, 335	240 Wexham Road	First in Berkshire, Redline, Carousel
4	Bharani Medical Centre	First in Berkshire
1, 12, 13	Crosby House Surgery	First in Berkshire
4	Dr Nabi	First in Berkshire
1, 12, 74, 583, X74	Farnham Road Practice	Arriva, First in Berkshire,
6, 7, 81	Herschel Medical Centre	First in Berkshire, TfL
6, 583	Kumar Medical Centre	First in Berkshire, Redline
7, 583	Langley Health Centre	First in Berkshire, Redline
12	Manor Park Medical Centre	First in Berkshire
2, 8, 10/11, 15, 702	Ragstone Road Surgery	First in Berkshire, Redline, Red Eagle
14	Shreeji Medical Centre	First in Berkshire
6, 7, 81	Slough Walk-In Health Centre	First in Berkshire, TfL

1, 53	The Avenue Medical Centre	First in Berkshire, Courtney
7, 583	The Orchard Surgery	First in Berkshire, Redline
5	The Village Medical Centre	First in Berkshire

5.4 The routes now operating between the healthcare centres in Slough are summarised in the table below (Wexham Park Hospital is referred to as WPH):

Route	Route Covered	Frequency			Provider
		Mon – Fri	Sat	Sun	
1	Slough - Farnham Road - Britwell	4 per hour	4 per hour	2 per hour	First in Berkshire
2	Dedworth - Windsor - Slough	2 per hour	2 per hour	1 per hour	First in Berkshire
4	Slough - Maidenhead	2 per hour	2 per hour	1 per hour	First in Berkshire
5	Slough - Cippenham	2 per hour	2 per hour	1 per hour	First in Berkshire
6	Slough - Knolton Way	4 per hour	4 per hour	2 per hour	First in Berkshire
7	Slough - Langley - Heathrow Airport (<i>via Trelawney Avenue - Tamar Way - Terminal 5 - Central Bus Station</i>)	6 per hour	6 per hour	3 per hour	First in Berkshire
8	Slough - Windsor - Staines - Heathrow Terminal 5	2 per hour	2 per hour	1 per hour	First in Berkshire
10/11	Slough- Heathrow Terminal 5 (<i>via Datchet – Wraysbury</i>)	1 per hour	1 per hour	1 per hour	First in Berkshire
12	Slough - Scafell Road – Burnham (<i>via Elliman Avenue - Essex Avenue - Slough Trading Estate - Priory Estate</i>)	2 per hour	2 per hour	-	First in Berkshire
13	Slough - Slough Trading Estate – Burnham (<i>via Elliman Road - Burnham Station</i>)	1 per hour	-	-	First in Berkshire
14	Slough Bus Station – WPH (<i>via Shaggy Calf Lane</i>)	3 per hour	2 per hour	1 per hour	First in Berkshire
15	Slough - Eton Wick (<i>via Eton</i>)	1 per hour	1 per hour	1 per hour	First in Berkshire
WP1	Slough Bus Station – WPH (<i>via Stoke Road</i>)	4 per hour	-	-	Redline
53	Bracknell – Maidenhead – Britwell – WPH	1 per hour	1 every 2 hours	-	Courtney
81	Slough – Hounslow	6 per hour	5 per hour	4 per hour	TfL
335	Slough Bus Station – WPH – Chalfont	1 every 2 hours	1 every 2 hours	-	Redline
200	Slough - Windsor – Legoland	6 services	6 services	5 services	First in Berkshire

	<i>(Seasonal when Legoland is open)</i>	per day	per day	per day	
583	Slough Bus Station – Hedgerley – WPH – Langley – Uxbridge	3 per day	3 per day	-	Redline
702	Bracknell - Legoland - Slough - London Victoria <i>(via Ascot - Windsor - M4 motorway)</i>	16 services per day	16 services per day	16 services per day	First in Berkshire
74	High Wycombe – Slough	1 per hour	1 per hour	-	Arriva the Shires
X74	High Wycombe - Farnham Royal - Slough <i>(via Wycombe Marsh - Loudwater - M40 - Farnham Common - Farnham Road)</i>	2 per hour	1 per hour	1 per hour	First in Berkshire

The exact details of the routes can be found in Appendix A.

- 5.5 Most services are provided on a commercial basis without subsidy. Route 53 receives financial support from Bracknell Forest Borough Council, the Royal Borough of Windsor and Maidenhead and Buckinghamshire County Council, and Routes 63/68, 335 and 583 from Buckinghamshire County Council alone. Slough Borough Council supports route 10, 11 and 15 through joint funding between Slough Borough Council and Royal Borough of Windsor and Maidenhead. Slough Borough Council also provides support to route 5 and at times of low demand (primarily evenings and Sundays) to route 1, 4 and 7.
- 5.6 Concerns have been raised recently following the closure of a GP surgery in Colnbrook with residents now having to commute to Langley Health Centre. Slough Borough Council is not in a position to provide a dedicated bus service to healthcare centres in the borough as the costs would amount to the cost of purchasing and operating a brand new bus. However, residents needing to travel from Colnbrook have the option to board the Route 81 and change at Sutton Lane or the Fire Station for a route 7 bus. A Dial-a-ride service offered by Slough Community Transport is also available for those having difficulty using public transport.

6. **Comments of Other Committees**

- 6.1 This specific matter has not been discussed by any other Committee.

7. **Conclusion**

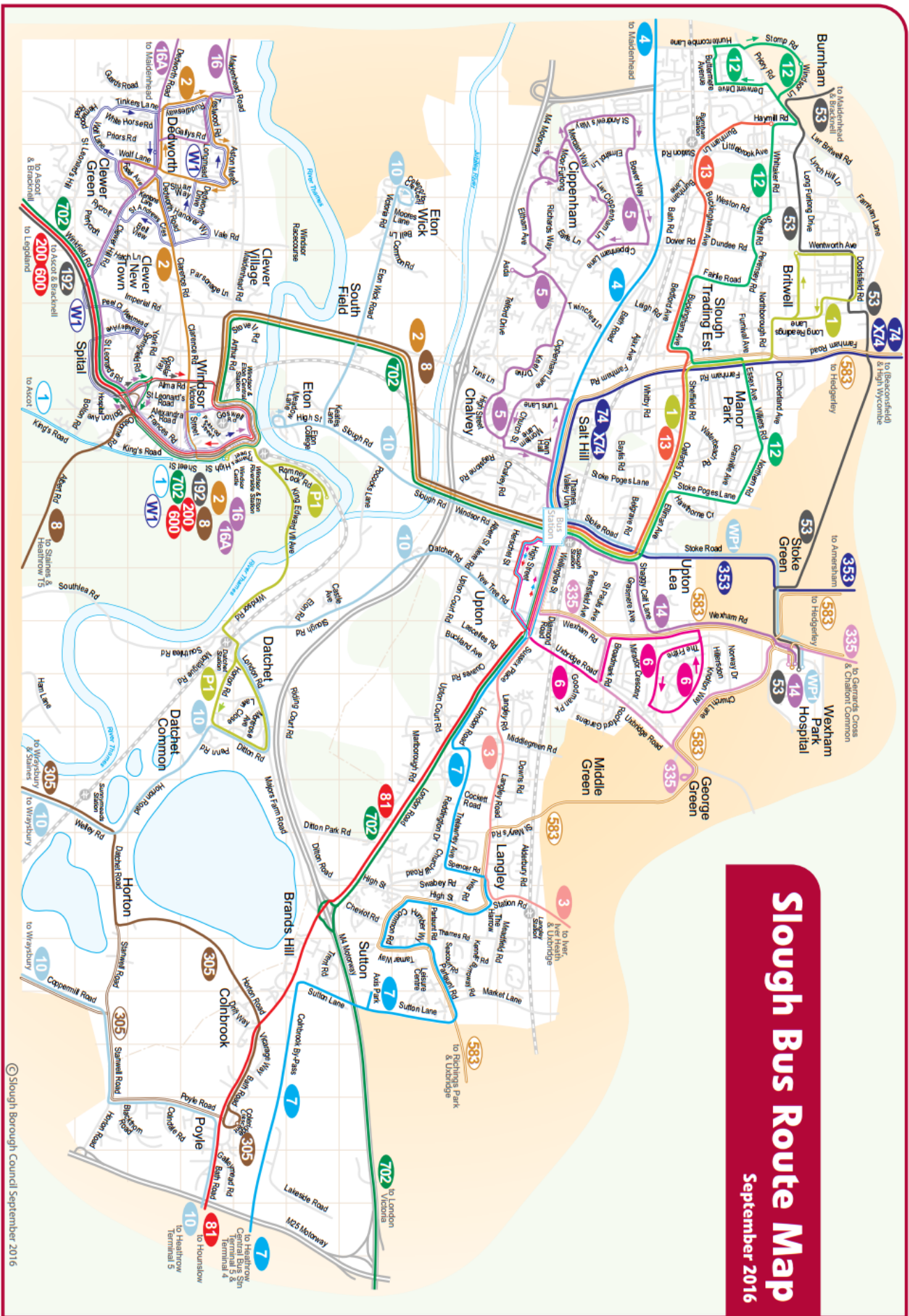
- 7.1 There are sufficient public transport links to healthcare centres in Slough.

8. **Appendices**

'A' - Route maps for bus services in Slough.

9. **Background Papers**

None.



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MEMBERS' ATTENDANCE RECORD 2016/17

HEALTH SCRUTINY PANEL

COUNCILLOR	30/06	01/09	06/10	23/11	19/01	27/03
Chaudhry	P	P	Ap	P	P	
Cheema	P	Ap	P	P	P	
Chohan	P	Ap	P	P* (until 8.00pm)	P	
M Holledge	P	P	Ap	P	P* (until 8.57pm)	
Mann	P	P* (from 6.47pm)	Ap	P	P	
Pantelic	P	P	P	P	P	
Qaseem	P* (from 6.37pm)	Ap	P	P	P	
Smith	P	P	P	P* (from 6.36pm)	P	
Strutton	P	P	P	P	P* (from 6.36pm)	

P = Present for whole meeting
Ap = Apologies given

P* = Present for part of meeting
Ab = Absent, no apologies given

(Ext*- Extraordinary)

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