

Date of issue: Monday, 16 March 2020

MEETING:

SLOUGH WELLBEING BOARD

Councillor Pantelic (Chair), Lead Member for Health and Wellbeing

Dr Jim O'Donnell, East Berkshire Clinical

Commissioning Group, Slough Locality (Vice Chair)

Cate Duffy, Director of Children, Learning and Skills

Thames Valley Police Representative

Lisa Humphreys, Slough Children's Services Trust

Ramesh Kukar, Slough CVS

Tessa Lindfield, Director of Public Health

Councillor Nazir, Lead Member for Housing & Community Safety

Colin Pill, Chair of Healthwatch Slough Board

Alan Sinclair, Director of Adults and Communities

Aary Walia, Slough Youth Parliament Representative

Josie Wragg, Chief Executive, Slough Borough Council

Dough Buchanan, Royal Berkshire Fire and Rescue Service

Frimley Health NHS Foundation Trust Representative

Lucy Bowman, Local Business Representative

DATE AND TIME:

TUESDAY, 24TH MARCH, 2020 AT 5.00 PM

VENUE:

COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL

DEMOCRATIC SERVICES OFFICER:

JANINE JENKINSON

(for all enquiries)

01753 875018

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.



JOSIE WRAGG

Chief Executive

**AGENDA
ITEM**

REPORT TITLE

PAGE

WARD

AGENDA

PART I

Apologies for absence

CONSTITUTIONAL MATTERS

- | | | | |
|----|--|-------|---|
| 1. | Declarations of Interest | - | - |
| | <i>All Members who believe they have a Disclosable Pecuniary or other Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 4 paragraph 4.6 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.</i> | | |
| 2. | Minutes of the last meeting held on 23rd January 2020 | 1 - 6 | - |

ITEMS FOR ACTION / DISCUSSION

- | | | | |
|----|---|-----------|-----|
| 3. | Our Futures Update | 7 - 32 | All |
| 4. | Strong, Healthy and Attractive Neighbourhoods | 33 - 54 | All |
| 5. | Slough Wellbeing Strategy: 2020-2025 | 55 - 88 | All |
| 6. | South East Position Statement on E-Cigarettes | To Follow | - |

FORWARD PLANNING

- | | | | |
|----|-------------------------------------|---------|---|
| 7. | Slough Wellbeing Board Forward Plan | 89 - 96 | - |
|----|-------------------------------------|---------|---|

ITEMS FOR INFORMATION

- | | | | |
|----|--------------------------------------|---------|---|
| 8. | Attendance Report | 97 - 98 | - |
| 9. | Date of Next Meeting - 13th May 2020 | - | - |

Press and Public

Attendance and accessibility: You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before any items in the Part II agenda are considered. For those hard of hearing an Induction Loop System is available in the Council Chamber.

Webcasting and recording: The public part of the meeting will be filmed by the Council for live and/or subsequent broadcast on the Council's website. The footage will remain on our website for 12 months. A copy of the recording will also be retained in accordance with the Council's data retention policy. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.



In addition, the law allows members of the public to take photographs, film, audio-record or tweet the proceedings at public meetings. Anyone proposing to do so is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

Emergency procedures: The fire alarm is a continuous siren. If the alarm sounds immediately vacate the premises by the nearest available exit at either the front or rear of the Chamber and proceed to the assembly point: The pavement of the service road outside of Westminster House, 31 Windsor Road.

This page is intentionally left blank

Slough Wellbeing Board – Meeting held on Thursday, 23rd January, 2020.

Present:- Councillor Pantelic (Chair), Daryl Gasson, Lisa Humphreys, Ramesh Kukar, Tessa Lindfield, Alan Sinclair and Aary Walia

Apologies for Absence:- Dr Jim O'Donnell, Cate Duffy, Councillor Nazir, Colin Pill and Josie Wragg

PART 1

29. Declarations of Interest

Councillor Pantelic declared that she was a member of the Local Government Association Community Wellbeing Board. She remained in the Council Chamber throughout the meeting.

The Senior Democratic Services Officer reported that Dr Jim O' Donnell was unable to attend the meeting and had conveyed his apologies for absence. In his absence, Dr O'Donnell had requested a statement be read out on his behalf. Accordingly, the Senior Democratic Services Officer reported to the Board that Dr O'Donnell had accepted the responsibility of leading on the Frimley Integrated Care System ambition 'Starting Well' and was keen to have one-to-one meetings with relevant Board members to discuss the key priorities going forward.

30. Minutes of the last meeting held on 13th November 2019

In relation to Minute No.22 – Developing the Future Priorities of the Slough Wellbeing Board – it was requested that the penultimate paragraph, sentence ending ‘..establish the areas the Board would deliver and those areas in could influence’ be amended to read ‘..establish the areas the Board would **lead on** and those areas **it** could influence’.

Resolved – That, subject to the amendment set out above, the minutes of the meeting held on 13th November 2019 be approved as a correct record.

31. Draft Wellbeing Strategy 2020-2025

Prior to consideration of the report, the Chair invited the Strategic Director of Public Health for Berkshire to provide an update regarding the recent Coronavirus outbreak. She explained that the Coronavirus had first been identified in Wuhan, Hubei Province, China. Robust containment measures had been instigated locally in China and restrictions had been placed on international travel. Public Health England was monitoring the situation and providing daily updates on its website. Risk in the UK had been assessed as low; however, the relevant authorities were remaining vigilant to any change in the situation.

The Chair then invited the Service Lead Strategy and Performance to introduce the Draft Wellbeing Strategy 2020-2025 report.

Slough Wellbeing Board - 23.01.20

The Service Lead Strategy and Performance explained that in October 2019, members of the Board had attended an 'Away Day' held at Arbour Park to determine the priorities of the Slough Wellbeing Board over the next five years. Following on from the session, a smaller group had formed to short list the Board's priorities. At the Board meeting held on 13th November 2019, the following priorities were agreed: workplace health, integration, building community asset resilience and starting well. During December 2019, the smaller group met and agreed to form 'task and finish groups' around each of the priorities. The four task and finish groups had worked to develop and refine a set of proposed actions and outcomes for each area, and these now formed the basis of the draft Wellbeing Strategy. The four priority areas were:

- 1: Starting Well
- 2: Integration
- 3: Strong, Healthy and Attractive Neighbourhoods
- 4: Workplace Health

Of the four priorities, two reflected areas the Board would lead on work, and two reflected the areas the Board would have a role influencing the work of other boards or groups.

The first two priorities were areas the Board would influence. The work relating to these priorities would be led by two of the partnership boards that reported to the Slough Wellbeing Board. The Children and Young People's Partnership Board would lead on the work of priority one and The Health and Social Care Partnership Board would work on priority two.

The final two priorities related to areas the Board would directly lead on, set the direction of work and drive forward progress.

The Director of Adults and Communities was then invited to present the rationale and detail of each priority area. Board Members considered each priority area, in turn, as follows:

Priority One: Starting Well

Over the next five years the Board would seek to:

- Decrease the attainment gap between all children and the bottom 20% at Early Years Foundation Stage
- Reduce the number of Reception and Year 6 aged children classified as obese
- Improve immunisation rates amongst young people in Slough
- Improve oral health amongst children in Slough and reduce the rate of five year olds with one or more decayed, filled or missing teeth

The Starting Well priority would be led by the Children and Young People's Partnership Board and it would report back on the actions and progress made to the Slough Wellbeing Board. It was highlighted that the priority linked to

Slough Wellbeing Board - 23.01.20

the Integrated Care System (ICS) and there was good alignment, particularly as Dr O' Donnell would be acting as the Frimley ICS lead in this area.

There was a discussion in relation to the ambition 'Improve oral health amongst children in Slough and reduce the rate of five year olds with one or more decayed, filled, or missing teeth'. A Board member queried if this was the right measure of oral health.

Priority Two: Integration

Over the next five years the Board would seek to:

- Increase healthy life expectancy in Slough
- Increase the proportion of people living independently at home and decrease the proportion living in care homes
- Increase the number of people managing their own care and support needs
- Reduce the amount of attendances and admissions to hospital and the length of stay
- Reduce delayed transfer of care

This priority would be led by the Health and Social Care Partnership Board and it would report back on actions and progress to the Slough Wellbeing Board.

Priority Three: Strong, Health and Attractive Neighbourhoods (Building Community Asset Resilience)

Over the next five years the Board's ambitions would be to:

- Increase levels of resident satisfaction with local place and improve levels of happiness
- Improve life chances of residents, by focusing on areas such as housing, poverty, education and employment
- Reduce health inequalities between wards in Slough
- Improve community resilience and improve engagement and volunteering impact

The Slough Wellbeing Board would directly lead on the work undertaken in this area.

There was a discussion regarding the importance of engagement with the voluntary sector, in particular undertaking work that was 'community lead'. It was agreed that clear and appropriate communication with residents was necessary, and the Board would need to give some thought to how engagement was developed.

Priority Four: Workplace Health

Over the next five years the Board's ambitions would be to:

Slough Wellbeing Board - 23.01.20

- Increase the percentage of people aged 16 to 64 in employment
- Reduce the gap in employment rates for key groups, including those with a long-term health condition, those with a learning disability, and those in contact with secondary mental health services.
- Reduce sickness absences, by decreasing the percentage of working days lost due to sickness absence.

The Slough Wellbeing Board would directly lead on the work undertaken in this area.

In relation to the action 'Set up a network for local businesses in Slough to access information about workplace health, and establish a set of Wellbeing Awards to celebrate success and best practice from employers' – it was noted that there were existing networks for local businesses in Slough, such as Slough Business Community Partnership and SEGRO. Clarification was sought regarding the type of network envisaged. It was explained that the intention was to create a human resources director network group, and to influence change through the network.

The Chair highlighted that there were two vacant business representative positions on the Board, and it was suggested that one large business and one smaller business representative be recruited. It was agreed that a recruitment process would be undertaken.

A Board member queried whether the ambition 'Increase the percentage of people aged 16 to 64 in employment' fully encompassed the remit of what the Board wanted to achieve. It was highlighted that job satisfaction had a significant impact on a person's wellbeing. It was therefore agreed that the wording of the ambition should be refined to reflect the importance of promoting work place satisfaction.

It was suggested that a task and finish group be formed, led by the Service Lead, Public Health, to progress work in relation to Priority Four.

The Chair thanked the sub-group of the Board that had led on the development of the four priority areas.

Resolved –

- (a) That the Service Lead, Strategy and Performance be requested to make the arrangements to recruit two business representatives (one large, one small business) to the Slough Wellbeing Board.
- (b) That a task and finish group, led by Dr Liz Brutus, be established to lead on the work undertaken in relation to Priority Four: Workplace Health.
- (c) That the task and finish group be asked to consider refining the Priority Four: Workplace Health ambition 'Increase the percentage of people

Slough Wellbeing Board - 23.01.20

aged 16 to 64 in employment' to reflect the importance of increasing work place satisfaction.

32. Slough Wellbeing Board Forward Plan

The Chair requested that the agenda for each Board meeting be divided into two parts:

- Consideration of a progress report relating to one of the Slough Wellbeing Board's four priority areas.
- Consideration of a statutory responsibility.

24th March 2020

It was reported that a request had been received from the Director of Transformation to provide an 'Our Futures Update' presentation at the 24th March 2020 meeting. It was agreed that the presentation should be tailored to ensure it was relevant to the work of the Wellbeing Board. It was agreed that the Service Lead, Strategy and Performance and the Director of Adults and Communities would discuss the details of the presentation with the Director of Transformation.

In addition, it was agreed that the Service Lead, Communities and Leisure be invited to the March meeting to provide a report in relation to Priority Three: Strong, Healthy and Attractive Neighbourhoods (Building Community Asset Resilience).

13th May 2020

It was agreed that a progress report regarding Priority Two: Integration, be provided to the Board at the May 2020 meeting.

To be scheduled

It was agreed that the Forward Plan would be updated to include the statutory reports the Board was required to consider, for example the Joint Strategic Needs Assessment. In addition, updates from statutory partners (e.g Slough Local Safeguarding Children Board and the Safer Slough Partnership) would be added to the Forward Plan.

Resolved - That the Forward Plan be updated, as detailed above.

33. Attendance Report

It was reported that Superintendent Sarah Grahame was no longer in post at Thames Valley Police. The Senior Democratic Services Officer agreed to contact Thames Valley Police to ascertain if Superintendent Grahame's successor would be attending future Slough Wellbeing Board meetings.

It was noted that a representative from Frimley Health NHS Foundation Trust would be attending future Board meetings. The representative would be either Neil Dardis (Chief Executive) or Daryl Gasson (Director of Strategy).

Slough Wellbeing Board - 23.01.20

The Chair highlighted that David Rathbourne (NHS England representative) had not attended any Slough Wellbeing Board meetings over the past 12 months. It was requested that the Senior Democratic Services Officer write to Mr Rathbourne explaining that due to his non-attendance he would be removed from the Board.

The Chair report that Lucy Bowman, (Partnership Manager – Bracknell, Maidenhead and Slough Jobcentres, Department for Work and Pensions) had agreed to attend future Board meetings.

Resolved –

- (a) That the details of the Members' Attendance Record be amended to reflect the changes in the Board's membership, as set out above.
- (b) That the Senior Democratic Services Officer be requested to contact Thames Valley Police to ascertain if Superintendent Grahame's successor would be attending future Slough Wellbeing Board meetings.
- (c) That the Senior Democratic Services Officer be requested to write to Mr Rathbourne explaining that due to his non-attendance he would be removed from the Board.

34. Date of Next Meeting - 24th March 2020

Resolved – The date of the next meeting was confirmed as 24th March 2020.

Chair

(Note: The meeting opened at 5.00 pm and closed at 6.20 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board

DATE: 24th March 2020

CONTACT OFFICER: Joe Carter, Director of Transformation
(For all enquiries) (01753) 875653

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

OUR FUTURES UPDATE1 **Purpose of Report**

To provide an update to members of the Wellbeing Board on the progress of the Our Futures programme.

2 **Recommendations**

The Slough Wellbeing Board is requested to note:

- (a) The progress of the Our Futures Programme, including updates from each workstream.
- (b) The development of the localities model.

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

The Our Futures programme will deliver a new Operating Model for the Council and directly support all aspects of the new Slough Wellbeing Strategy's priorities as set out below:

- 1. Starting Well
- 2. Integration
- 3. Strong, Healthy and Attractive Neighbourhoods (Building Community Asset Resilience)
- 4. Workplace Health

3b **Five Year Plan Outcomes**

The Our Futures programme sets out how we will deliver a new Operating Model which will directly contribute to the delivery of the Five Year Plan priority outcomes for Slough:

- Slough children will grow up to be happy, healthy and successful
- Our people will be healthier and manage their own care needs
- Slough will be an attractive place where people choose to live, work and stay
- Our residents will live in good quality homes

- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents.

4 **Other Implications**

(a) Financial

Cabinet approved the business case for the Our Futures programme in April 2019 including a budget of up to £4.2m out of the Council's transformation fund to transform our current Operating Model and systems. This includes significant costs for IT. The Business Case sets out the savings that this investment will realise and details the potential for reinvestment in services.

(b) Risk Management

Risks associated with the delivery of the Our Futures Programme are being monitored by each workstream and the Our Futures board. This is to ensure that major risks concerning project lead times, resources and scope are mitigated. This is through the proactive management of interdependencies across workstreams, alignment of plans with the Council's operating model and approval of changes at the appropriate level. The programme will ensure that there is comprehensive knowledge and skills transfer to ensure that change delivered is sustained.

(c) Human Rights Act and Other Legal Implications

There are no direct legal or 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 however, are being completed for specific aspects of the programme as required.

(e) Workforce

Workforce implications associated with the People and Organisation workstream in this report are being considered as part of implementing the new operating model.

(f) Property

Our Corporate Assets are being utilised to deliver our Localities strategy, including the decant of Landmark Place.

5 **Supporting Information**

- 5.1 Cabinet approved an outlined business case for change and the high level outcomes expected from the Transformation Programme at its meeting in April 2019. That report stated that:

A Transformation programme is necessary because the Council needs a new operating model in a response to:

- *The continued reduction in central government funding.*
- *Rising demand for its key services specifically in Social Care.*
- *An increase in resident expectations around customer services in a digital age.*
- *A desire to grow resilience and independence in our communities.*

The business case also sets out some of the rationale for the second phase that would begin to look more closely at service area alignment and interfaces, where further improvements and efficiencies might be made.

Why we need to change?

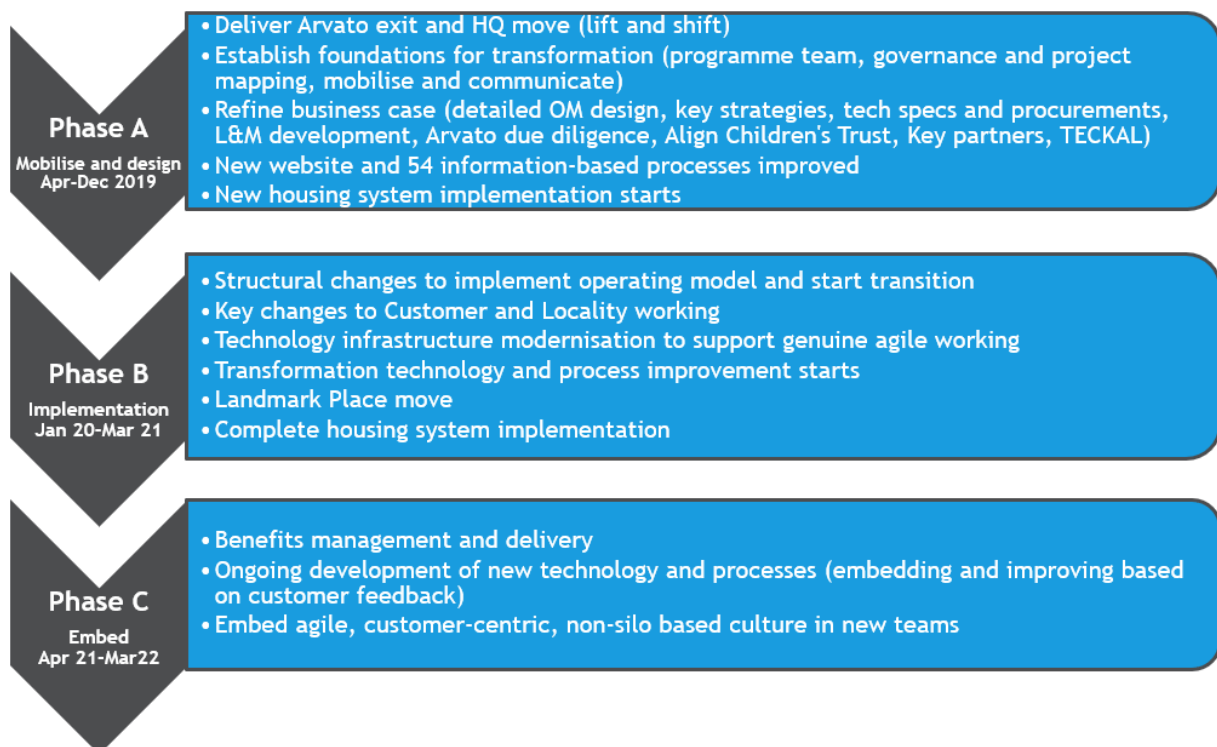
- We want to be a world class organisation. We need quickly to become slick and efficient, freeing up resources for us to invest as we choose.
- We also need to be agile and able to evolve and respond to future change
- We also want a different relationship with our communities, with services designed and delivered by and with our communities.
- We must create a sustainable cost base.

Our vision

- People will be proud of Slough as a place to live and work. Residents, businesses and communities will have every opportunity to be independent, successful and to participate in solving local issues. No one will get left behind.
- Our services will be seamless for customers, underpinned by a dynamic organisation driven by data, insight and effective use of technology. We will have capacity and agility to anticipate and respond to future change and demand.
- Our role will be as a place shaper, facilitator and enabler, closely collaborating with residents, businesses, communities and partners.

What the change will look like

- The change will be system-wide, encompassing communities and partners as well as the council. Everything is in scope unless specifically de-scoped. The changes will recognise and build on the great practice already achieved by our staff making it easier to deliver excellence.



- 5.2 All of the above still hold true and much work has taken place in the programme to underpin the changes that are imminent across the organisation. We have established our “strategy on a page”; the future operating model for the Council and implemented the strong governance around the programme to ensure its success.
- 5.3 During 2019 the foundations for the programme were well established, including the appointment of a Director of Transformation to drive the programme forward and we;
- ✓ Secured significant investment to fund our transformation
 - ✓ Mobilised the Our Futures programme (the new branding for Transformation)
 - ✓ Launched this to staff at the annual staff conference
 - ✓ Moved to a new office
 - ✓ Welcomed new and returning staff and successfully closed the Arvato contract
 - ✓ Responded to in-year, budget pressures through the Star Chamber process
 - ✓ Identified a new website provider to drive self-service

2020 promises to be a year of great change for the organisation;

- We need to consolidate our estate footprint to make best use of physical space and drive smarter working
- We need to deliver a new way of working that drives better segmentation of our service users, residents, businesses and communities using technology, automation and self-serve
- We need to restructure our organisation to deliver more flexible, joined-up working and get the right skills mix across levels
- We need to deliver a saving of £5m from our current budget through Our Futures savings, to be largely achieved within 15-18 months.

5.4 The Our Futures programme is managed through six workstreams. Each workstream is led by a Senior Responsible Officer, drawing on the expertise of Subject Matter Experts and supported by a project manager, to form a “community of interest” to ensure tasks are delivered on time and on budget.

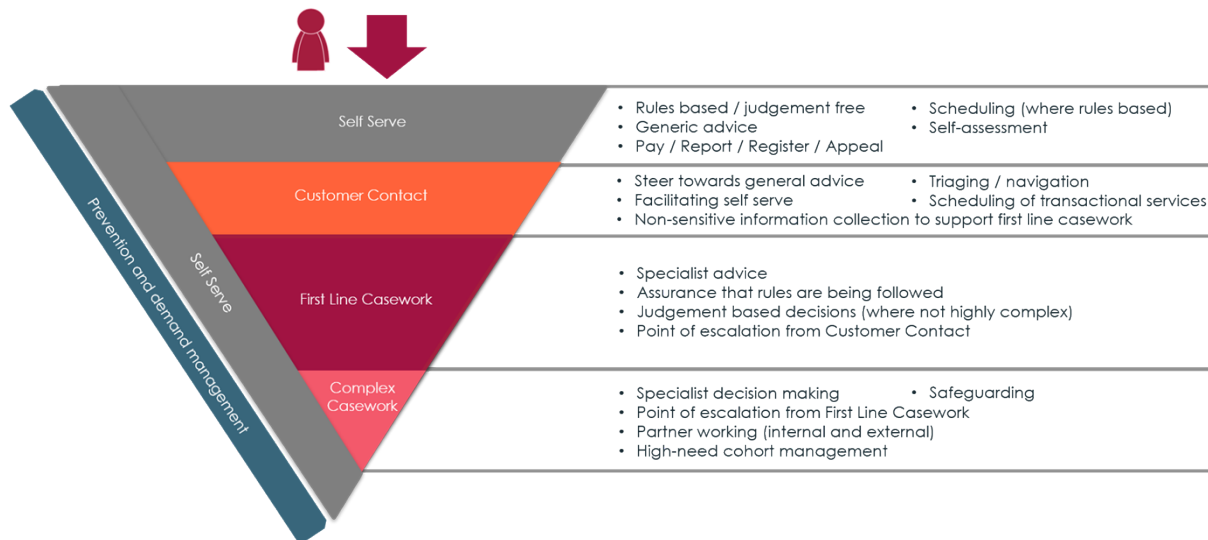
5.5 Progress from each workstream is regularly monitored and updates on the key areas of work are as follows:

5.5.1 **Commerciality & Traded Services**

- (a) The high level operating model for procurement, commissioning and contract management has been approved and detailed design continues for the development of a traded services commercial support unit, including the development of a high level business case for growth opportunities.
- (b) Procurement business partnering / category management approach formalised.
- (c) The financial approval framework has been redesigned and implemented together with the refresh of terms of reference for all groups.
- (d) The high level design of the Corporate Landlord operating model has commenced.

5.5.2 **Operating Model and Process**

- (a) We have defined our new operating model (inverted triangle) for the Council as shown below;



- (b) The proposed operating model for the delivery customer contact for Adults Social Care has been approved by the Our Futures Board with the Contact Centre pathway commencing this month.
- (c) Work has commenced to design Housing customer contact.
- (d) The design work associated with the decant of Landmark Place (LMP) is well underway.

5.5.3 Digital and Technology

- (a) Telephony
 - i. Desk based – contract extension negotiated, new capability being enabled.
 - ii. Mobile – trials complete, new devices in procurement, roll-out defined and will commence next month.
- (b) Office 365 (O365) – trials complete, mailbox migration underway as a prerequisite to roll out.
- (c) Digital remote working – collating requirement from pilot group is now complete, programme for roll out agreed, final procurement stages underway
- (d) Infrastructure/Citrix – continuing IT infrastructure health checks since the return of services to determine resilience, short-term increase in Citrix capability agreed whilst discussions on new platform/provider conclude.
- (e) Website/digital platform – new website supplier (Jadu) engaged, Methods (a national leader in the field) have also been engaged to enable the integration of back-end services to deliver as much automation and self-serve as possible.

5.5.4 Localities and Accommodation

- (a) We have established principles for our strategic approach to enable localities to:
 - i. Bring services to the heart of our communities
 - ii. Deliver high quality services tailored to community needs
 - iii. Deliver a more integrated service to our customers
 - iv. Work with partners and community groups through shared locality plans and assets
 - v. Enable behaviour change in communities that builds resilience and independence
 - vi. Prioritise wellbeing and prevention in our communities
 - vii. Provide Strategic oversight of all local projects.
 - viii. Maximise the use of data and insight

- (b) Our locality offer will comprise of all the services offered within a locality footprint. This will include a wide range of services from schools, children's centres, leisure and neighbourhood services. It will also include partner services such as GP and health services, police, community safety and voluntary sector services.
- (c) Locality hubs will provide a physical presence in communities delivering council services from the heart of our communities. They will offer a front of house access point and a safe and open space to engage and build relationships with our customers. They will also provide flexible working environment for our staff allowing them to easily work in the most appropriate location to meet needs of local people.
- (d) Landmark Place (LMP) decant – the April 2019 report highlighted the need to decant from LMP on expire of the existing lease. A working group has been mobilised and delivery plan agreed to decant services from Landmark Place. This includes design meetings with Customer services and Housing and the development of digital solutions. These services will now be available in the Local Access Points at the Britwell, Cippenham and Langley Hubs along side the existing provision from early June; with Chalvey to follow in the summer on completion of the new hub by the Department of Education's contractor.
- (e) As part of the decant from LMP the Council will also be going cashless, in line with the Cabinet report of October 2018.
- (f) A review of our asset capacity has been completed across all primary assets.
- (g) Equalities Impact Assessments (EIA's) are being worked on in relation to the decant of Landmark place.

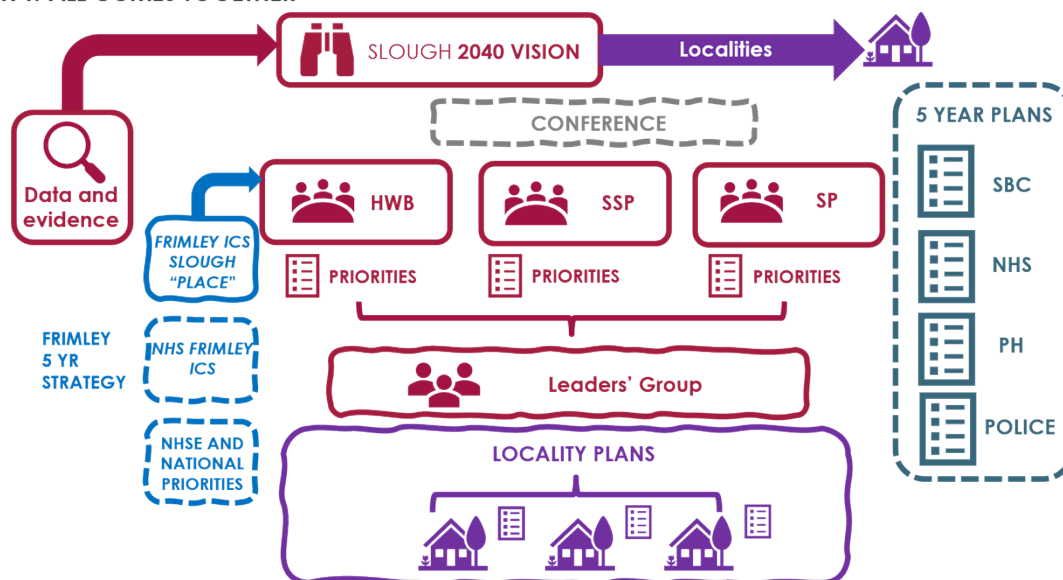
5.5.5 People & Organisation

- (a) Senior management structure - Once the new operating model has been developed there will be a full consultation on the new proposed senior management structure. This will include a proposed restructure of CMT and SLT. Current thinking anticipates that Assistant Director roles will be introduced which will help to create more strategic leadership capacity within the organisation, supporting with the implementation and ongoing delivery of the new operating model. This senior management structure will create a new organisational architecture which will have new directorates. This will then give us the high-level blueprint to continue with the detailed design and implementation of a restructure for the whole of the Council. We expect this will be completed by the end of 2020.
- (b) World Class - work has been focussing on gearing up to launch the Council's Brilliant Basics campaign. Getting the basics right across a range of activities and actions across the Council will provide us with the solid platform on which to build our World Class aspirations.

5.5.6 Statutory and local delivery partners

- (a) The Partnership Conference is being planned for March 2020. Ongoing scoping of the workstream continues. We want to use this to start to develop a 2040 vision for the Town.
- (b) Below is a diagram illustrating how our various partner organisations operate and interact with us, and how we might engage with them in developing and delivering the 2040 vision for the Town.

HOW IT ALL COMES TOGETHER



HWB - Health & Wellbeing Board
 SSP - Safer Slough Partnership
 SB - Safeguarding Partnership

NHSE - National Health Service England
 ICS - Integrated Care System
 PH - Public Health

5.5.7 The work of the programme has strong governance and grip overseen by the Our Futures board with Design, Delivery and Change and Communications groups reporting in, to provide assurance that progress is being made, and dependencies between workstreams are well managed.

6 **Comments of Other Committees**

6.1 There are none.

7 **Conclusion**

7.1 The Our Futures Programme is mobilised and working towards delivering a new Operating Model for the Council. This will bring improved outcomes for local people more efficiently and effectively. It will overhaul our systems and processes and realise savings that can be reinvested into service delivery.

8 **Appendix Attached**

Appendix A – Our Futures Update presentation

9 **Background Papers**

None

This page is intentionally left blank

OUR FUTURES UPDATE – SLOUGH WELLBEING BOARD

March 2020



Page 15

OUR VISION

Our vision for Slough:
A place of opportunity and ambition

Our strategic outcomes:

Slough children will grow up to be happy, healthy and successful

Our people will be healthier and manage their own care needs

Slough will be an attractive place where people choose to live, work and stay

Our residents will live in good quality homes

Slough will attract, retain and grow business and investment to provide opportunities for our residents

Our vision for the Council:
We are a world class organisation
We are strong local leaders with our partners
We deliver high quality and effective outcomes

We will achieve this through a new relationship with our customers:

Residents	Business	Partners	Staff	Members
<p>Our promise...</p> <p>We will deliver high quality local services, supporting people as early as possible. We are self service and digital by default and make the best use of the resources we have.</p>	<p>We will make it easy for businesses to interact with us and we make Slough an attractive place to invest in.</p>	<p>We will be a strong partner. We will lead, facilitate and participate in partnerships and statutory boards effectively and share data so we can work together to make Slough thrive.</p>	<p>We make SBC a rewarding place to work, make it easier for people to do their jobs and provide people with opportunities to progress.</p>	<p>We are driven by political priorities, provide high quality advice, and support Members in their community roles.</p>
<p>Is met with a contribution...</p> <p>Our residents are engaged to help us shape Slough and take pride in our environment. They do their best to stay healthy, to live independently and to help our children to succeed.</p>	<p>Businesses will work with us to benefit the Slough economy, environment and our community.</p>	<p>Partners work with us to deliver the best outcomes for Slough and we have shared collective responsibility</p>	<p>Staff are proud to work for SBC, they are committed to excellence, work smartly and take responsibility for their professional development.</p>	<p>Members lead and govern with integrity, listen to community interest, respond to enquiries and attend training.</p>

<p>We make it easy <i>We make self-service, independence and dealing with us easy</i></p>	<p>We make it count <i>We put our scarce resources where they do the most good today and tomorrow</i></p>	<p>We make it work <i>We join up information and work with our partners to get the right outcome first time</i></p>	<p>We make it rewarding <i>Residents, business, communities and SBC employees benefit from Slough</i></p>
--	--	--	--

To do this we have established the Our Futures programme to help us transform

SLOUGHOURFUTURES



New systems and digital technology



More effective processes



Public estate to support local needs



Our people working in new ways to drive customer service



Commercial models that help Slough and SBC thrive



Working with our partners for the interests of Slough

Practically this may result in a number of changes to what we do, and how we do it

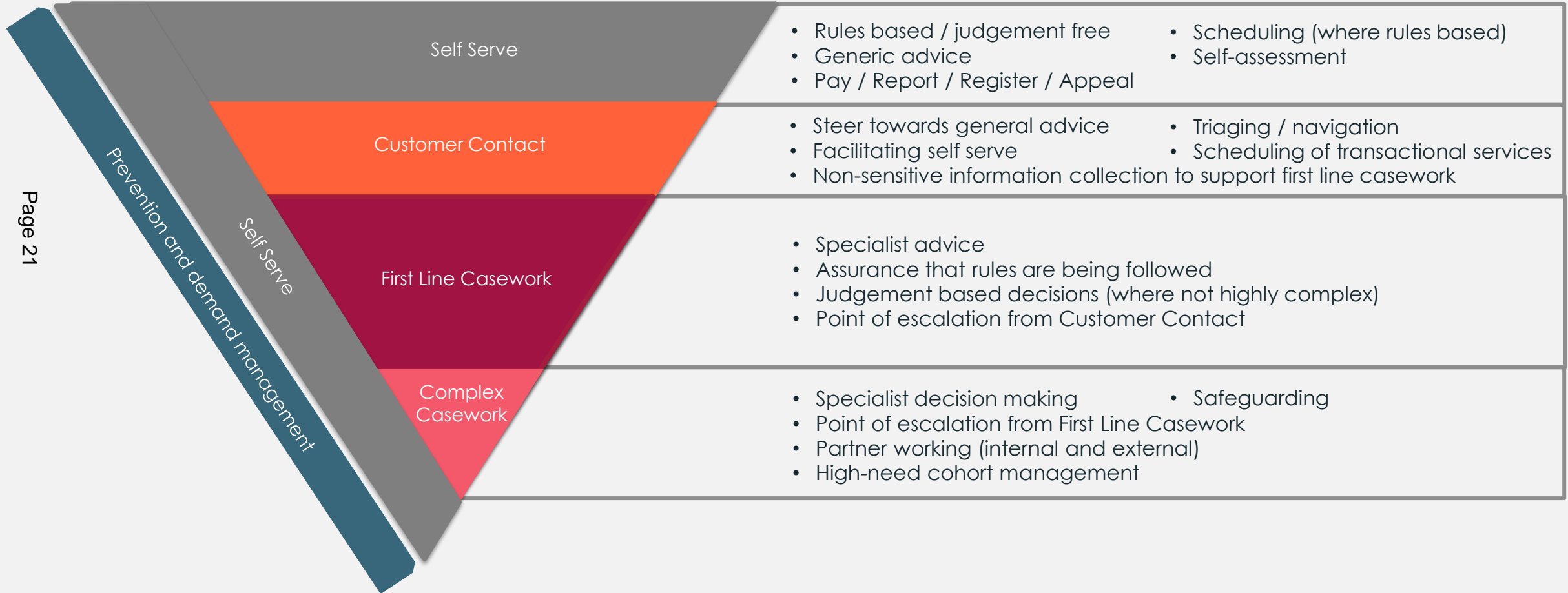
- ✓ Transforming our **website** and how we interact
- ✓ Reducing the transactional workload with greater use of **automation**
- ✓ Establishing a **data and insight** function to enable us to better target our effort where it can have the most impact
- ✓ In parallel, targeting how we use our scarce and skilled resources to drive **prevention** and maximise the impact for those **most in need**
- ✓ Developing **locality service offers** across Slough to bring public and community services together to meet the needs of the different populations we serve
- ✓ Implementing the **Slough Business Improvement District** and promoting entrepreneurship and business investment in Slough
- ✓ **Improving our corporate services** to provide more seamless and integrated support for staff to help them do their jobs

OPERATING MODEL

Page 20

OPERATING MODEL PRINCIPLES

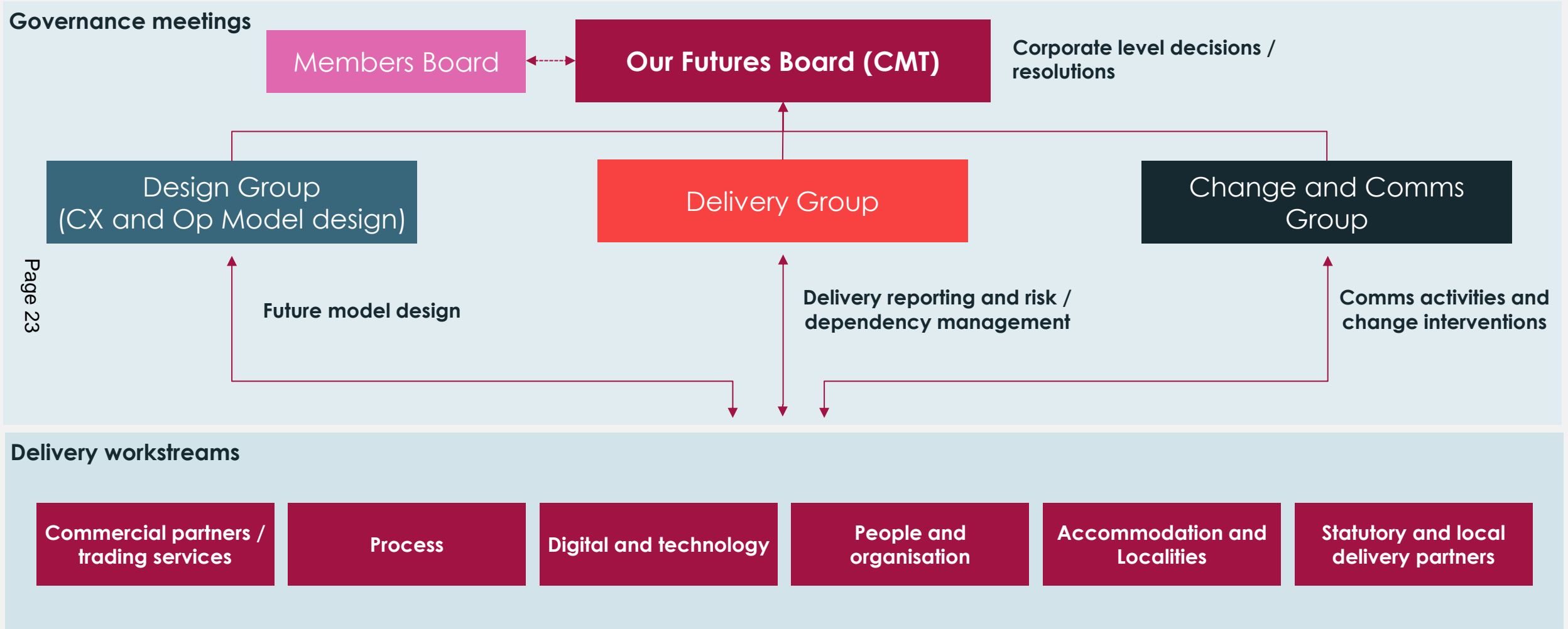
BELOW ARE THE OPERATING PRINCIPLES FOR ACTIVITY LEVELS IN OUR FUTURE OPERATING MODEL.



PROGRAMME STRUCTURE

Page 22

THE **GOVERNANCE MODEL** IS BUILT AROUND **CROSS-CUTTING** FOCUS AREAS AND THE **TYPES OF DECISION** NEEDED

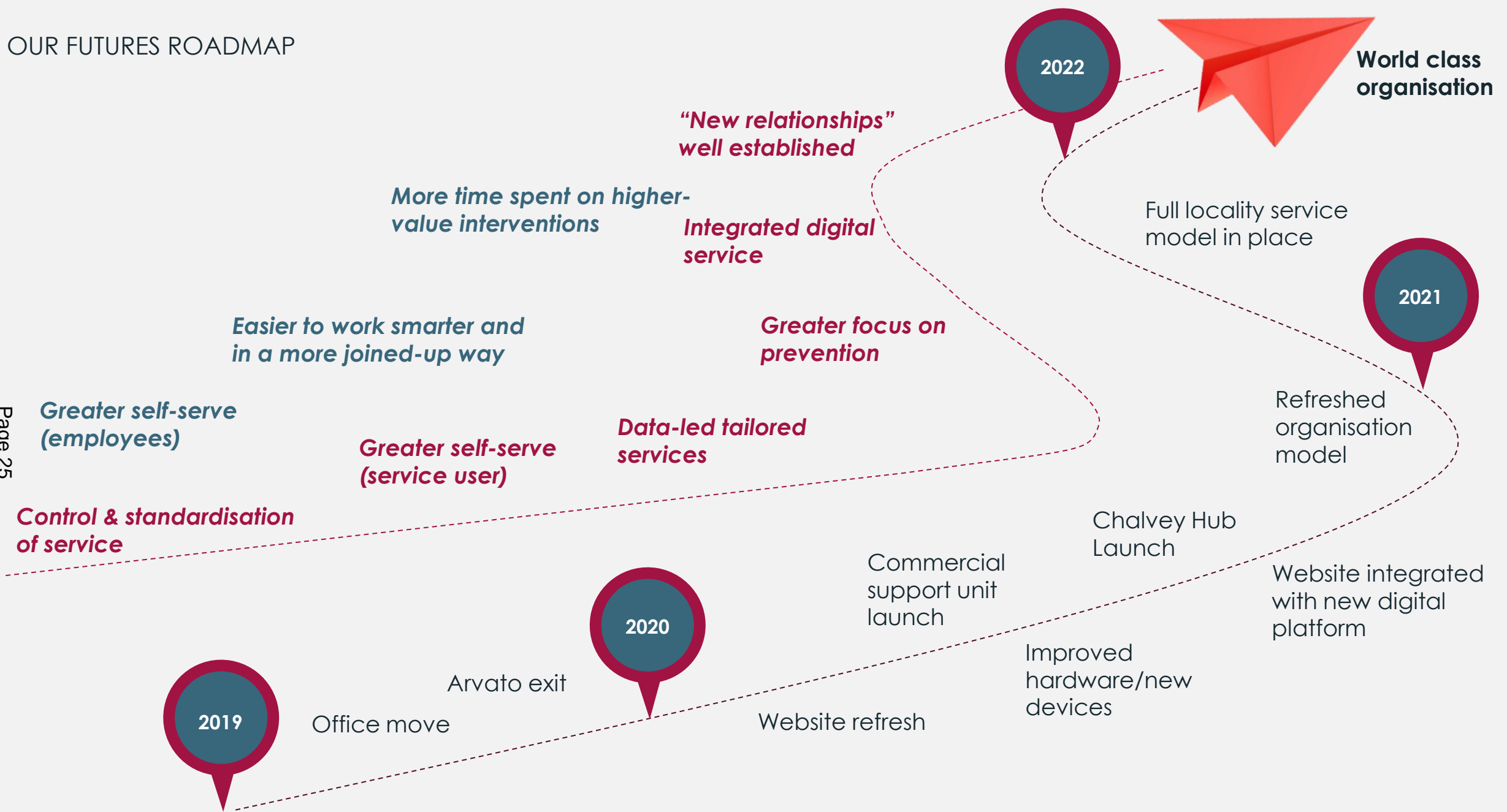


Page 23

PLANS AND IMMEDIATE PRIORITIES

OUR FUTURES ROADMAP

Page 25



LOCALITY PHILOSOPHY

Page 26

LOCALITY PHILOSOPHY

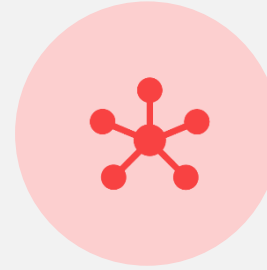
Our Locality philosophy is to...



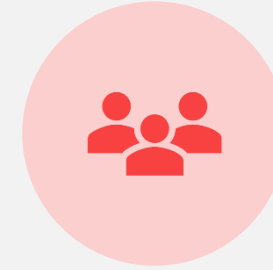
BRING SERVICES TO THE HEART OF OUR COMMUNITIES



DELIVER HIGH QUALITY SERVICES TAILORED TO COMMUNITY NEEDS



DELIVER A MORE INTEGRATED SERVICE TO OUR CUSTOMERS



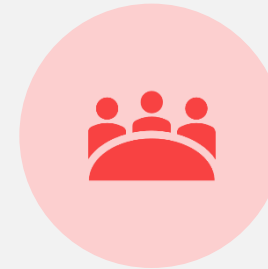
WORK WITH PARTNERS AND COMMUNITY GROUPS THROUGH SHARED LOCALITY PLANS



ENABLE BEHAVIOUR CHANGE IN COMMUNITIES THAT BUILDS RESILIENCE AND INDEPENDENCE



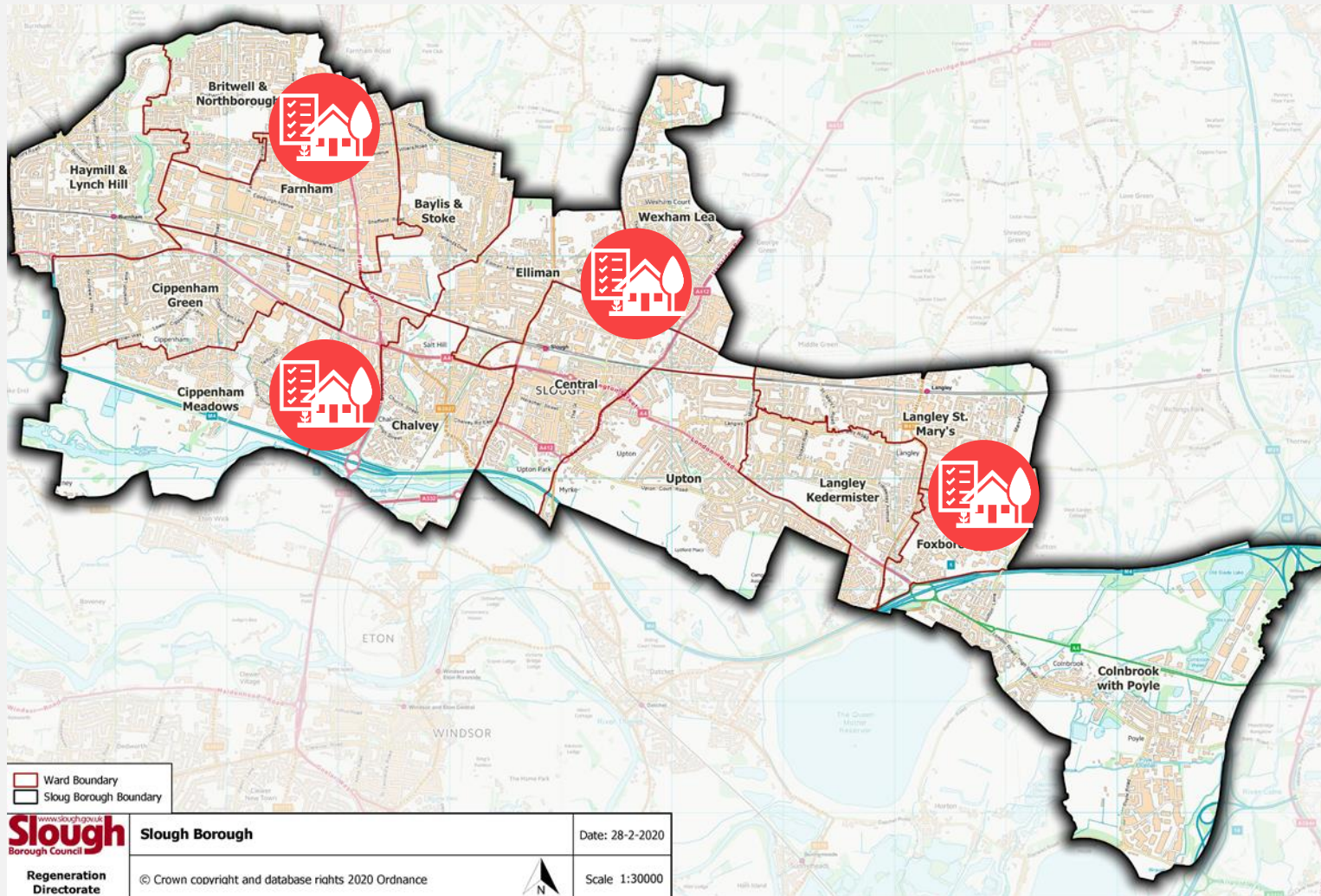
PRIORITISE WELLBEING AND PREVENTION IN OUR COMMUNITIES



PROVIDE STRATEGIC OVERSIGHT OF ALL LOCAL PROJECTS

LOCALITY MODEL

Our Locality Model



Localities and locality plans

Emerging locality areas

- Chalvey & Cippenham
- Britwell, Northborough & Haymill
- Langley, Upton, Colnebrook & Poyle
- Wexham, Farnham Road, Manor Park, Baylis & Stoke, Elliman



Each locality will develop a shared locality plan with communities, voluntary sector, public sector partners and businesses. The plan will outline objectives for the area and guide what services and projects delivered in a locality. The Chalvey & Cippenham Locality plan is in development through the Strong, Healthy and Attractive Neighbourhoods project.

LMP DECANT MODEL - DAY 1

Locality model for LMP decant day one

Page 29

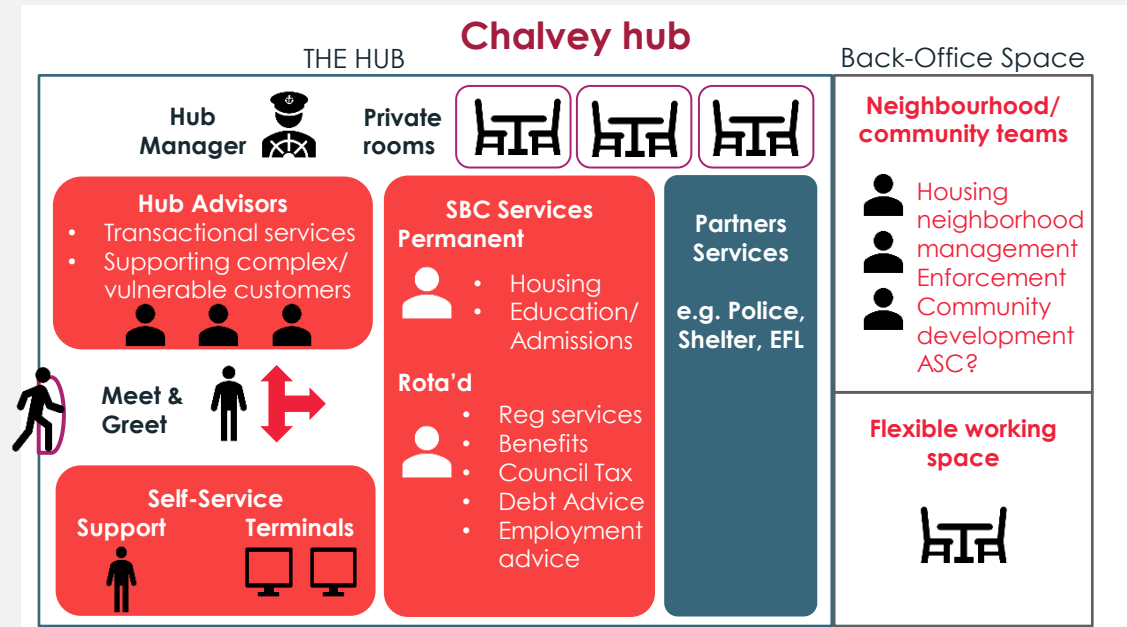
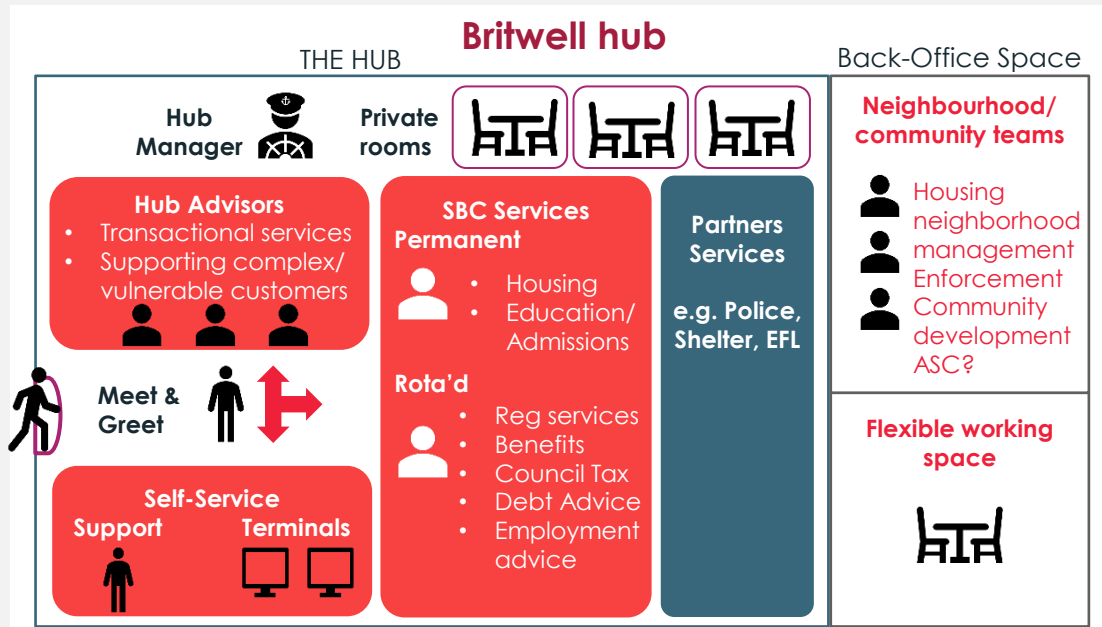
Britwell Hub		Langley Hub		Cippenham Hub		The Curve	
Service	Desks (approx.)	Service	Desks (approx.)	Service	Desks (approx.)	Service	Desks (approx.)
<ul style="list-style-type: none"> Customer Services (5) Housing (4) Licencing 	9	<ul style="list-style-type: none"> Customer Services (2) Housing (1) 	3	<ul style="list-style-type: none"> Customer Services (3) Housing (1) 	4	<ul style="list-style-type: none"> Contingency for Customer Services and Housing FoH 	n/a
<ul style="list-style-type: none"> Housing Debt Welfare Mobility assessor Licencing 	2 private rooms	<ul style="list-style-type: none"> Housing Debt Welfare 	1 private room	<ul style="list-style-type: none"> Housing Debt Welfare 	1 private room	<ul style="list-style-type: none"> Housing Debt Welfare 	2 private rooms
<ul style="list-style-type: none"> Licencing (6) Housing (8) 	16	<ul style="list-style-type: none"> None 		<ul style="list-style-type: none"> None 		<ul style="list-style-type: none"> None 	

Service recommendations

- Customer Services located across all Locality Hubs and will deliver Blue Badge, Bus Pass and Local Welfare Provision services
- Licencing's preferred option is to be based in Britwell for the decant
- Housing and Homelessness duty team to be primarily based in Britwell with satellite provision in Langley & Cippenham until Chalvey hub is operational. The Curve will can be used as contingency central FoH delivery or for specific/emergency appointments.

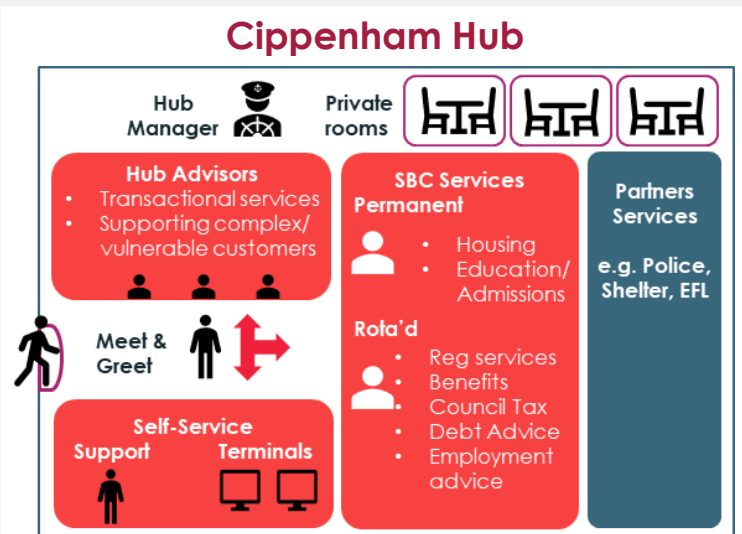
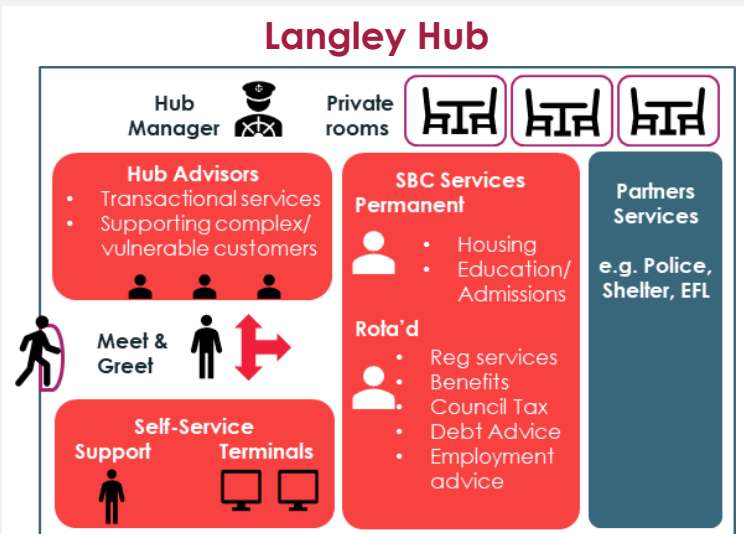
Front of House
Appointment based
Back office

Chalvey Hub operational with new OD in place



The Curve

Service	Desks
<ul style="list-style-type: none"> Contingency for Customer services and Housing FoH 	
<ul style="list-style-type: none"> Housing Debt Welfare 	2 private rooms
<ul style="list-style-type: none"> None 	



NOTE:

Curve – this will not be full scale “hub”

Trelawney Avenue - will replace Langley in 2021.

Cippenham – decision to be taken further down the line

Q&A

Page 31

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board

DATE: 24th March 2020

CONTACT OFFICER: Ketan Gandhi – Service Lead Communities & Leisure
(For all enquiries) (01753) 875500

WARD(S): All

PART I**FOR COMMENT AND CONSIDERATION****STRONG, HEALTHY AND ATTRACTIVE NEIGHBOURHOODS****1 Purpose of Report**

To inform and provide an update to members of the Wellbeing Board on the Strong, Healthy and Attractive Neighbourhoods initiative and progress to date.

2 Recommendations

The Slough Wellbeing Board is requested to note:

(a) The progress of the Strong Healthy and Attractive Neighbourhoods Model and support the roll out of the approach across Slough as an integral part of the localities model.

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

The Strong, Healthy and Attractive Neighbourhoods initiative is an integral part of our work in relation to localities and is one of the Boards strategic priorities

1. Starting Well
2. Integration
3. Strong, Healthy and Attractive Neighbourhoods (Building Community Asset Resilience)
4. Workplace Health

3b Five Year Plan Outcomes

The Strong, healthy and Attractive initiative originated from work being undertaken through Outcomes groups 2 & 3, however now will directly contribute to the delivery of the Five Year Plan priority outcomes for Slough:

- Slough children will grow up to be happy, healthy and successful
- Our people will be healthier and manage their own care needs
- Slough will be an attractive place where people choose to live, work and stay
- Our residents will live in good quality homes

- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents.

4 **Other Implications**

(a) Financial

Whilst there is no allocated budget in relation to strong, healthy and attractive neighbourhoods, it is anticipated that we will make better use of and focus existing resources to a developed needs and insight led plan.

Where a need for additional resource is required a range of options will be explored including external funding streams.

(b) Risk Management

Risks associated with the delivery of the Strong, Healthy and Attractive (SHA) initiative will initially be monitored by the SHA task and finish group and relevant operation and strategic groups as well as being reported to the Slough Wellbeing Board.

(c) Human Rights Act and Other Legal Implications

There are no direct legal or 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 be completed for specific aspects of the programme as required.

(e) Workforce

There are currently no workforce implications in relation to this initiative. Moving forward any council workforce implications will be addressed through the OD work stream as part of the Our Futures programme.

(f) Property

The initiative will look to utilise a range of local assets including any assets that are identified to deliver our Localities strategy.

5 **Supporting Information**

- 5.1 Strong, healthy and attractive communities are built on a combination of people, place, local pride and collaborative working with a clear understanding of need, feel and all the factors that make up the neighbourhood. The strong, healthy and attractive neighbourhood's initiative starts with the principle of working 'with' communities, rather than doing things 'to' them.

Our communities are at the heart of everything we do. It is our responsibility to ensure that as we change the way we do things, we communicate and engage with people so they understand what is happening around them and why - as well as empowering them to help us shape and implement our vision for Slough. Strong communities are fundamental to Slough's wellbeing and it making it a great place to live, lean and work.

5.2 What makes a strong, healthy and attractive neighbourhood?

Our neighbourhoods are the places where our residents live, learn, work and socialise together. These everyday relationships are the glue that binds neighbourhoods and communities, bringing together people from different backgrounds and interests and building shared local identity, tradition and belonging.

People in strong, healthy and attractive neighbourhoods know their neighbours and have been empowered to have the skills and opportunity to take part in and feel part of local life. Trust between residents and public and private sector partners helps to create a shared stake in their local area and strong partnerships are built to work together collaboratively on shared priorities. The voice of the wider community is heard and reflected in local decisions.

5.3 The approach

No single entity can deliver strong, healthy and attractive neighbourhoods.

We have begun the work in delivering the SHA initiative in Chalvey, building on the experience and learning from good community development work undertaken in Manor Park.

There are some key principles that underpin the strong, healthy and attractive neighbourhood's initiative. These include:

- Being Insight and data led to inform real need, this includes a robust needs analysis undertaken with residents
- Co-design and produce a neighbourhood plan with residents and key partners
- Develop a integrated approach to meeting needs within a given locality
- Enable behaviour change so that residents are integral to identifying need as well as identifying solutions.
- Enable behaviour change in communities building resilience and independence
- Prioritise prevention ensuring that any approaches secure short, medium and long term sustainable outcomes and are not 'stick plaster' fixes
- Develop and deliver high quality responses to addressing community need
- Develop a one neighbourhood approach (as part of a wider 'One Slough' approach)
- Provide oversight of all local projects
- Ensure regular and effective communication so that people are informed of progress being made in relation to neighbourhood plans
- Be flexible and adapt to new and changing need

Our work in Chalvey to date has taken the following approach:

- Started with frustration in the community at the perceived lack of action by institutions to address key issues
- Working with communities and elected Ward Members to develop trust and regular communication routes. Securing some quick wins was essential to this
- Working with the community to secure a move from being reactive to proactive
- Undertaking a needs analysis and detailed insight information from a variety of sources to gain a better understanding of needs and priorities for the neighbourhood
- Working with partners and residents to secure buy in to develop the strong, healthy and attractive neighbourhood approach

5.4 Why Chalvey

Transforming Chalvey

Why Chalvey








- Chalvey presented the highest need across all Slough Wards and scored lowest against the Council's key deprivation indicators
- Chalvey ward is the second poorest in terms of health across the Frimley area
- New hub will be live in July 2020

What are we trying to achieve

- Transform one of our areas of greatest need by tackling some of the key issues present
- Change perception of the area in the borough
- Empower & enable the community through more localised engagement, co designed and co-delivered local projects
- Embed a more collaborative and holistic working across services and partners
- Produce a clear neighbourhood plan so that all understand what we are trying to achieve and are working to a planned approach
- Embedded a needs led approach for each area
- Create strong, healthy and attractive neighbourhoods co-designed with residents and partners, creating resilience, pride and ownership

5.5 What has data and need analysis identified?
















Introduction Page 3 for an Introduction to this report

 <p>Population</p> <p>There are 9,785 people living in Chalvey Ward</p> <p>See page 48 for more information on population by age and gender, ethnicity, country of birth, language, migration, household composition and religion</p>	 <p>Education & skills</p> <p>21% of people have no qualifications in Chalvey Ward compared with 22% across England</p> <p>See page 48-49 for more information on qualifications, pupil attainment and early years educational progress</p>
 <p>Vulnerable groups</p> <p>18% of children are living in poverty in Chalvey Ward compared with 17% across England</p> <p>See page 10-22 for more information on children in poverty, people out of work, people in deprived areas, disability, pensioners and other vulnerable groups</p>	 <p>Economy</p> <p>39% people aged 16-74 are in full-time employment in Chalvey Ward compared with 39% across England</p> <p>See page 49-55 for more information on people's jobs, job opportunities, income and local business</p>
 <p>Housing</p> <p>3% of households lack central heating in Chalvey Ward compared with 3% across England</p> <p>See page 24-32 for more information on dwelling types, housing tenure, affordability, overcrowding, age of dwelling and communal establishments</p>	 <p>Access & transport</p> <p>37% of households have no car in Chalvey Ward compared with 28% across England</p> <p>See page 56-59 for more information on transport, distance services and digital services</p>
 <p>Crime & safety</p> <p>The overall crime rate is higher than the average across England</p> <p>See page 34-35 for more information on recorded crime and crime rates</p>	 <p>Communities & environment</p> <p>The % of people 'satisfied with their neighbourhood' (53.6%) is lower than the average across England (79.3%)</p> <p>See page 59-66 for more information on neighbourhood satisfaction, the types of neighbourhoods locally, local participation and the environment, air pollution</p>
 <p>Health & wellbeing</p> <p>13% of people have a limiting long-term illness in Chalvey Ward compared with 18% across England</p> <p>See page 66-67 for more information on limited long-term illness, life expectancy and mortality, general health and healthy lifestyle</p>	<p>Appendix A</p> <p>Page 67 for information on the geographies used in this report, publication data for new indicators and acknowledgements</p>

Oxford Consultants for Social Inclusion (OCSI), www.oCSI.co.uk 014753 410 270, 000910019

This report, or any part, may be reproduced in any format or medium, provided that it is reproduced accurately and not used in a misleading context. The source must be identified and the title of the publication specified with the copyright notice reproduced.

Ward scorecard - initial high level findings

1	52.20		Cippenham Green	6	41.61		Langley Kedermister	11	34.28		Colnbrook w. Poyle
2	51.76		Upton	7	41.22		Cippenham Meadows	12	32.44		Britwell & Northborough
3	51.69		Haymill & Lynch Hill	8	41.14		Central	13	32.09		Wexham Lea
4	48.28		Langley St Mary's	9	39.68		Farnham	14	31.90		Eliman
5	42.49		Foxborough	10	36.77		Baylis & Stoke	15	24.92		Chalvey

Ward Scores

	Overall	Access	Cohesion	Early Life	Economy	Education	Env. quality	Mortality	Food & nutrition	Participation	Safety	Shelter	Wellbeing
Bayls & Stoke	10	7	5	13	13	3	8	10	6	1	10	13	9
Brillwell & Northborough	12	2	4	9	15	15	1	15	14	14	7	10	8
Central	8	4	12	5	10	10	11	1	2	11	15	12	3
Chalvey	15	11	15	8	14	5	13	14	13	10	14	15	12
Cippenham Green	1	1	2	4	4	14	2	7	5	6	2	2	2
Cippenham Meadows	7	12	7	12	5	11	5	5	4	15	5	5	7
Colbrook w. Poyle	11	15	10	11	7	4	10	11	7	13	12	7	13
Elman	14	6	6	7	11	12	14	13	8	8	11	14	10
Famham	9	9	8	10	9	7	7	3	11	12	9	11	5
Northborough	5	5	9	14	12	2	15	6	15	2	6	6	1
Haymill & Lynch Hill	3	8	3	1	6	6	3	8	9	4	1	1	4
Langley Woodmator	6	3	14	3	3	8	6	9	12	7	8	9	11
Langley St Mary's	4	14	11	2	2	9	12	2	1	9	3	3	6
Upton	2	10	1	6	1	1	4	4	3	3	13	4	14
Worham Lee	13	13	13	15	8	13	9	12	10	5	4	8	15

Chalvey Story

Chalvey insight and needs analysis

Analysis by the Data Insight Team found that Chalvey performed the **worst** in Slough across five components:



Community Safety



Shelter / Housing



Cohesion



Economy



Health

In addition, partners and residents have also informed us of the following:

- The key priorities that the CCG want to address in Chalvey are Coronary health and Diabetes
- The Police want to focus on Serious Youth Violence
- The issues of community cohesion and acceptable behaviours is critical to community feelings and tensions
- The need for a representation from young people and specific approaches to hear the voices and meet the needs of girls and women
- The need to ensure that the plan positively impacts on the whole community especially those most in need or affected by existing circumstances.

5.6 Building on strong infrastructure:

The approach in Chalvey is built on a strong infrastructure of work and initiatives that are already in place. The following is a flavour of current initiatives

Project / Programme	Service areas/organisation	Lead	Other information
Potential change to traffic movements to reduce congestion and mitigate against the impacts of The Grove Academy	Transport	Savio DeCruz/Chris Green	Potential for new pad facilities at Ragstone/Ledgers Junction
CPZ	Transport	Kam Hathi	
Community Development	Communities	Zuf Awan	locality plan
Chalvey Can	Communities	Kam Hathi	
Chalvey 360 Project	Communities	Gary Tollett	
SBC housing landlords scheme	Housing Services	Colin Moore	
Chalvey regeneration	Regeneration & Housing Development	John Griffiths & Cassandra Polyzoides	
New medical centre & care home scheme	Regeneration & Housing Development	John Griffiths	
Adelphi	Regeneration & Housing Development	Kassandra Polyzoides	Plans for cultural/Arts venue
Tower and Ashbourne	Regeneration & Housing Development	John Griffiths	Demolition and redevelopment
Salt Hill CCTV	CCTV	Alison Hibbert/Peter Webster	A network of additional CCTV cameras in Salt Hill Park
The Grove academy	DfE	Tony Madden	All ages School
Montem development (SUR)	SUR	Kassandra Polyzoides	
Intensive engagement programme (police)	Police	Police	

In addition to the above there are a number of community and voluntary sector organisations as well as other public and private sector initiatives that can be built upon.

5.7 Current status:

- Detailed insight data and needs analysis results have been shared with residents, the C&V sector and a number of partner agencies
- A operation group for developing a Chalvey Neighbourhood plan is being pulled together
- As part of this there will be task and finish groups looking in detail at the priorities highlighted earlier to identify specific objectives and actions
- Active discussions with partners are taking place to avoid duplication and ensuring partners do not start up similar initiatives which confuse communities as well as not making best of use of resources.

5.8 Who is involved to date:

- First and foremost community representatives and ward members
- Representation from across Council departments
- THE C&V sector
- Thames Valley police
- CCG
- Primary Care Network including local GP's
- Local Businesses
- Schools

5.9 **Next steps:**

There is a need to both move at speed as well as getting the neighbourhood plan right. We currently anticipate a draft neighbourhood plan being drafted by May 2020

- Pull together a SWB task and finish group
- Operational Group and work stream task and finish groups to meet and draft Neighbourhood plan by May
- Ensure that the Initiative is embedded in to the developing Localities model
- Start to roll out the model and approach to other areas across Slough (Plan to be put in place to do this)

6 **Comments of Other Committees**

6.1 There are none.

7 **Conclusion**

7.1 The Strong, Healthy and Attractive neighbourhoods' initiative in Chalvey is mobilised and working towards developing a neighbourhood as well as creating a culture change from all stake holders.

The co-design and co-owned approach, developing one neighbourhood approach (as part of a One Slough philosophy) will bring improved and sustained outcomes that are more visibly seen and felt by local people and those who work at neighbourhood levels.

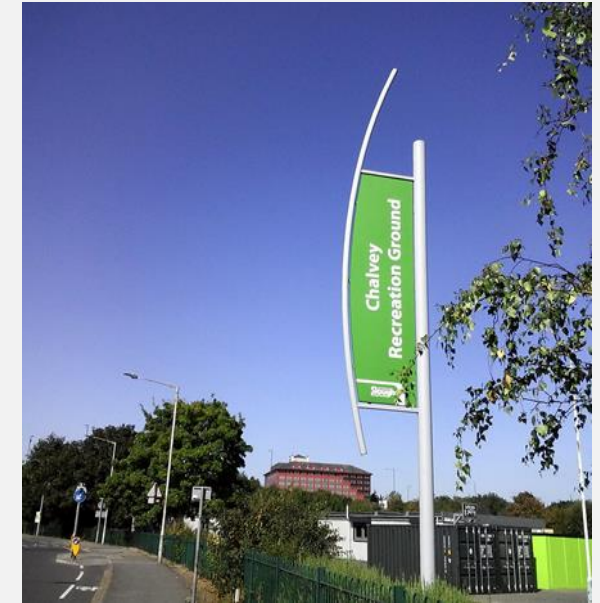
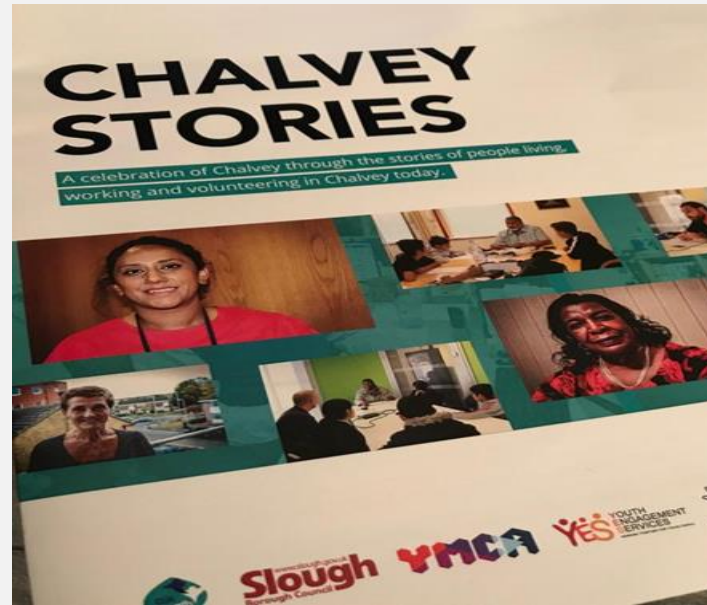
8 **Appendix Attached**

Appendix A – PowerPoint presentation - Chalvey – Strong, Healthy and Attractive Neighbourhoods

9 **Background Papers**

None

Chalvey – Strong, Healthy and Attractive Neighbourhoods



Page 41



Strong, Healthy & Attractive Neighbourhoods

Strong, healthy and attractive communities are built on a combination of people, place, local pride and collaborative working with a clear understanding of need, feel and all the factors that make up the neighbourhood. The strong, healthy and attractive neighbourhood's initiative starts with the principle of working 'with' communities, rather than doing things 'to' them.

Our communities are at the heart of everything we do. It is our responsibility to ensure that as we change the way we do things, we communicate and engage with people so they understand what is happening around them and why - as well as empowering them to help us shape and implement our vision for Slough. Strong communities are fundamental to Slough's wellbeing and it making it a great place to live, lean and work.

People in strong, healthy and attractive neighbourhoods know their neighbours and have been empowered to have the skills and opportunity to take part in and feel part of local life. Trust between residents and public and private sector partners helps to create a shared stake in their local area and strong partnerships are built to work together collaboratively on shared priorities. The voice of the wider community is heard and reflected in local decisions.

Transforming Chalvey
















Why Chalvey

- Chalvey presented the highest need across all Slough Wards and scored lowest against the Council's key deprivation indicators
- Chalvey ward is the second poorest in terms of health across the Frimley area
- New hub will be live in July 2020













What are we trying to achieve

- Transform one of our areas of greatest need by tackling some of the key issues present
- Change perception of the area in the borough
- Empower & enable the community through more localised engagement, co designed and co-delivered local projects
- Embed a more collaborative and holistic working across services and partners
- Produce a clear neighbourhood plan so that all understand what we are trying to achieve and are working to a planned approach
- Embedded a needs led approach for each area
- Create strong, healthy and attractive neighbourhoods co-designed with residents and partners, creating resilience, pride and ownership










Ward scorecard - initial high level findings

1	52.20		Cippenham Green	6	41.61		Langley Kedermister	11	34.28		Colnbrook w. Poyle
2	51.76		Upton	7	41.22		Cippenham Meadows	12	32.44		Britwell & Northborough
3	51.69		Haymill & Lynch Hill	8	41.14		Central	13	32.09		Wexham Lea
4	48.28		Langley St Mary's	9	39.68		Farnham	14	31.90		Elliman
5	42.49		Foxborough	10	36.77		Baylis & Stoke	15	24.92		Chalvey

Ward Scores

													
	Overall	Access	Cohesion	Early Life	Economy	Education	Env. quality	Mortality	Food & nutrition	Participation	Safety	Shelter	Wellbeing
Baylis & Stoke	10	7	5	13	13	3	8	10	6	1	10	13	9
Britwell & Northborough	12	2	4	9	15	15	1	15	14	14	7	10	8
Central	8	4	12	5	10	10	11	1	2	11	15	12	3
Chalvey	15	11	15	8	14	5	13	14	13	10	14	15	12
Cippenham Green	1	1	2	4	4	14	2	7	5	6	2	2	2
Cippenham Meadows	7	12	7	12	5	11	5	5	4	15	5	5	7
Elmbrook w. Poyle	11	15	10	11	7	4	10	11	7	13	12	7	13
Elliman	14	6	6	7	11	12	14	13	8	8	11	14	10
Farnham	9	9	8	10	9	7	7	3	11	12	9	11	5
Foxborough	5	5	9	14	12	2	15	6	15	2	6	6	1
Haymill & Lynch Hill	3	8	3	1	6	6	3	8	9	4	1	1	4
Langley Kedermister	6	3	14	3	3	8	6	9	12	7	8	9	11
Langley St Mary's	4	14	11	2	2	9	12	2	1	9	3	3	6
Upton	2	10	1	6	1	1	4	4	3	3	13	4	14
Wexham Lea	13	13	13	15	8	13	9	12	10	5	4	8	15

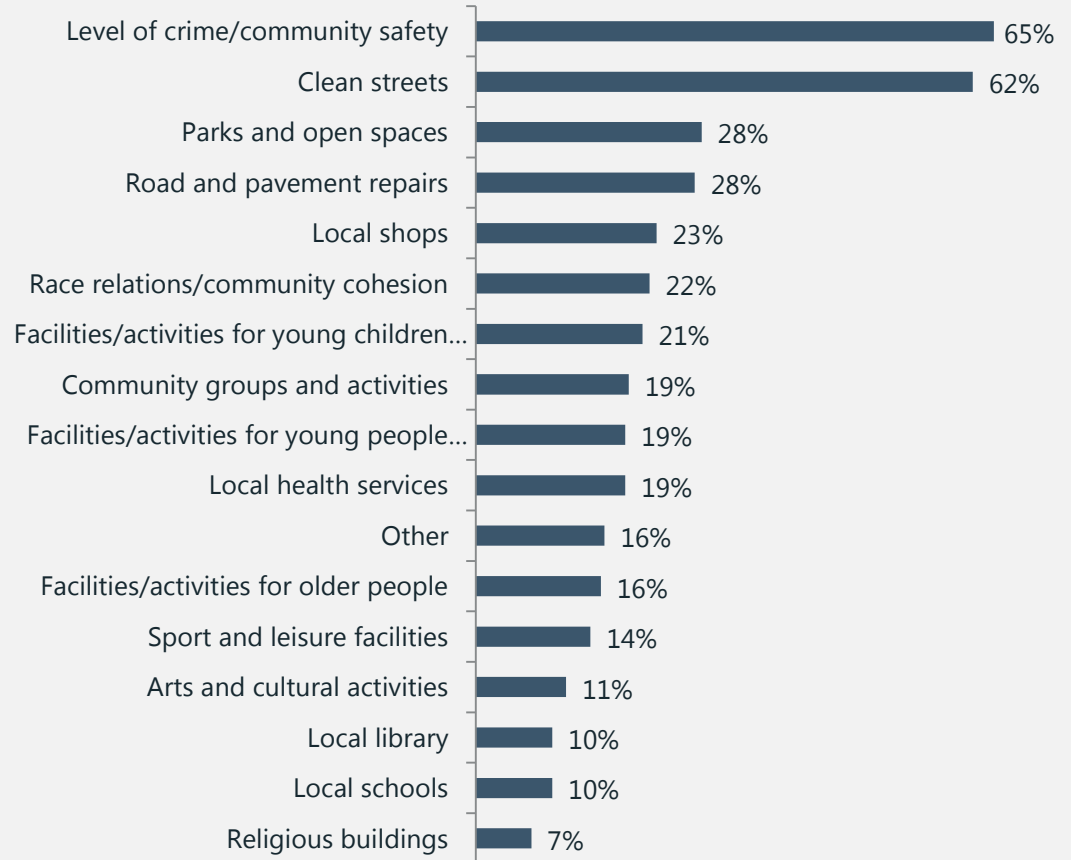
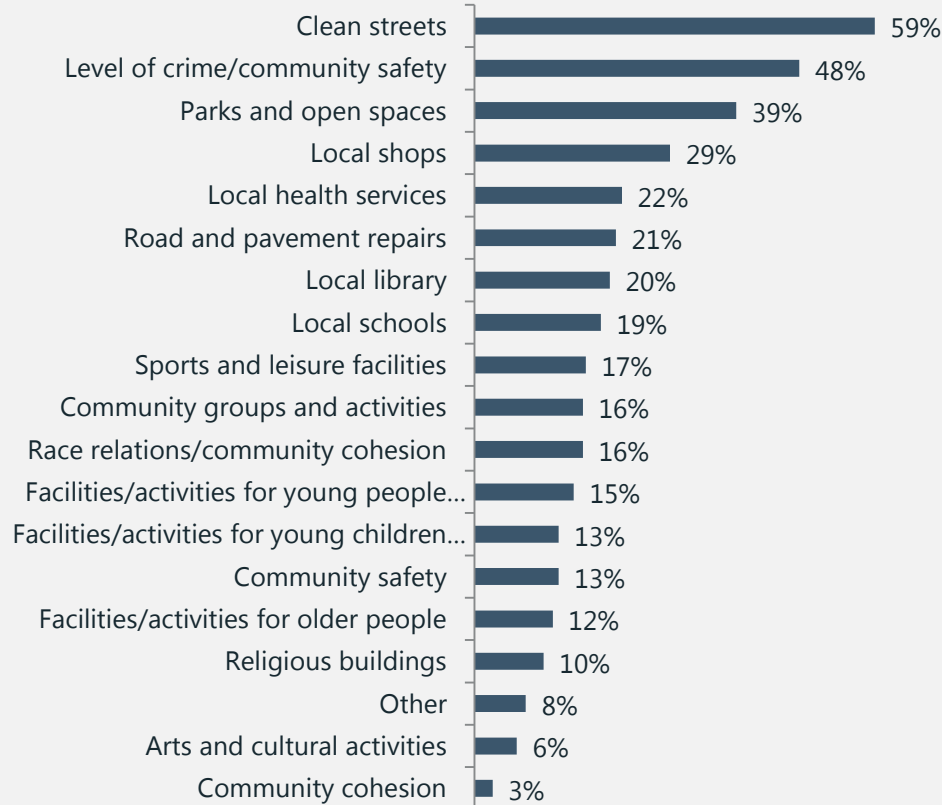
Page 45

 <p>Population</p>	<p>There are 9,785 people living in Chalvey Ward</p> <p>See pages 4-9 for more information on population by age and gender, ethnicity, country of birth, language, migration, household composition and religion</p>	 <p>Education & skills</p>	<p>21% of people have no qualifications in Chalvey Ward compared with 22% across England</p> <p>See pages 46-48 for more information on qualifications, pupil attainment and early years educational progress</p>
 <p>Vulnerable groups</p>	<p>18% of children are living in poverty in Chalvey Ward compared with 17% across England</p> <p>See pages 10-23 for more information on children in poverty, people out of work, people in deprived areas, disability, pensioners and other vulnerable groups</p>	 <p>Economy</p>	<p>39% people aged 16-74 are in full-time employment in Chalvey Ward compared with 39% across England</p> <p>See pages 49-55 for more information on people's jobs, job opportunities, income and local businesses</p>
 <p>Housing</p>	<p>3% of households lack central heating in Chalvey Ward compared with 3% across England</p> <p>See pages 24-33 for more information on dwelling types, housing tenure, affordability, overcrowding, age of dwelling and communal establishments</p>	 <p>Access & transport</p>	<p>37% of households have no car in Chalvey Ward compared with 26% across England</p> <p>See pages 56-58 for more information on transport, distances services and digital services</p>
 <p>Crime & safety</p>	<p>The overall crime rate is higher than the average across England</p> <p>See pages 34-35 for more information on recorded crime and crime rates</p>	 <p>Communities & environment</p>	<p>The % of people 'satisfied with their neighbourhood' (63.6%) is lower than the average across England (79.3%)</p> <p>See pages 59-66 for more information on neighbourhood satisfaction, the types of neighbourhoods locally, local participation and the environment, air pollution</p>
 <p>Health & wellbeing</p>	<p>13% of people have a limiting long-term illness in Chalvey Ward compared with 18% across England</p> <p>See pages 36-45 for more information on limited long-term illness, life expectancy and mortality, general health and healthy lifestyles</p>	<p>Appendix A</p>	<p>Page 67 for information on the geographies used in this report, publication dates for new indicators and acknowledgements.</p>

The Chalvey Locality – High level Needs including community feedback

Thinking about the local area, which of the things below do you value most?

Thinking about the local area, which of the things below most need improving?

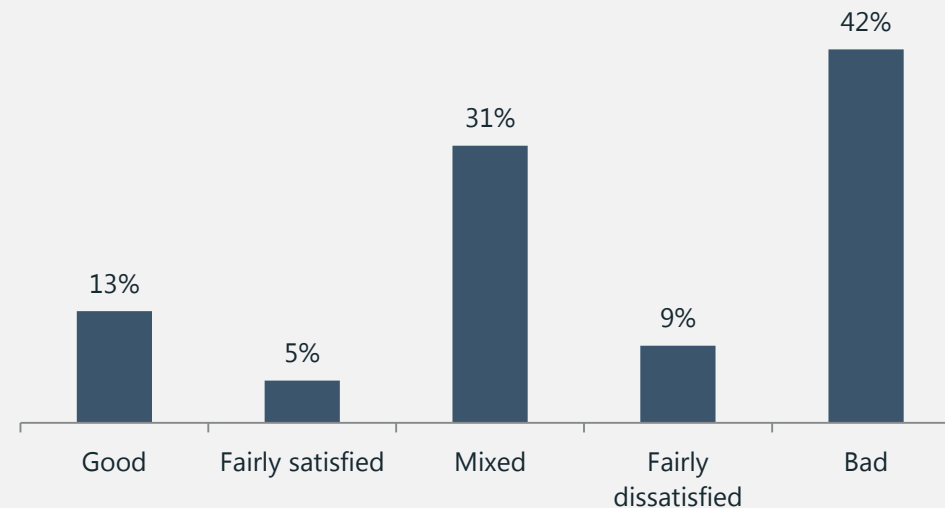
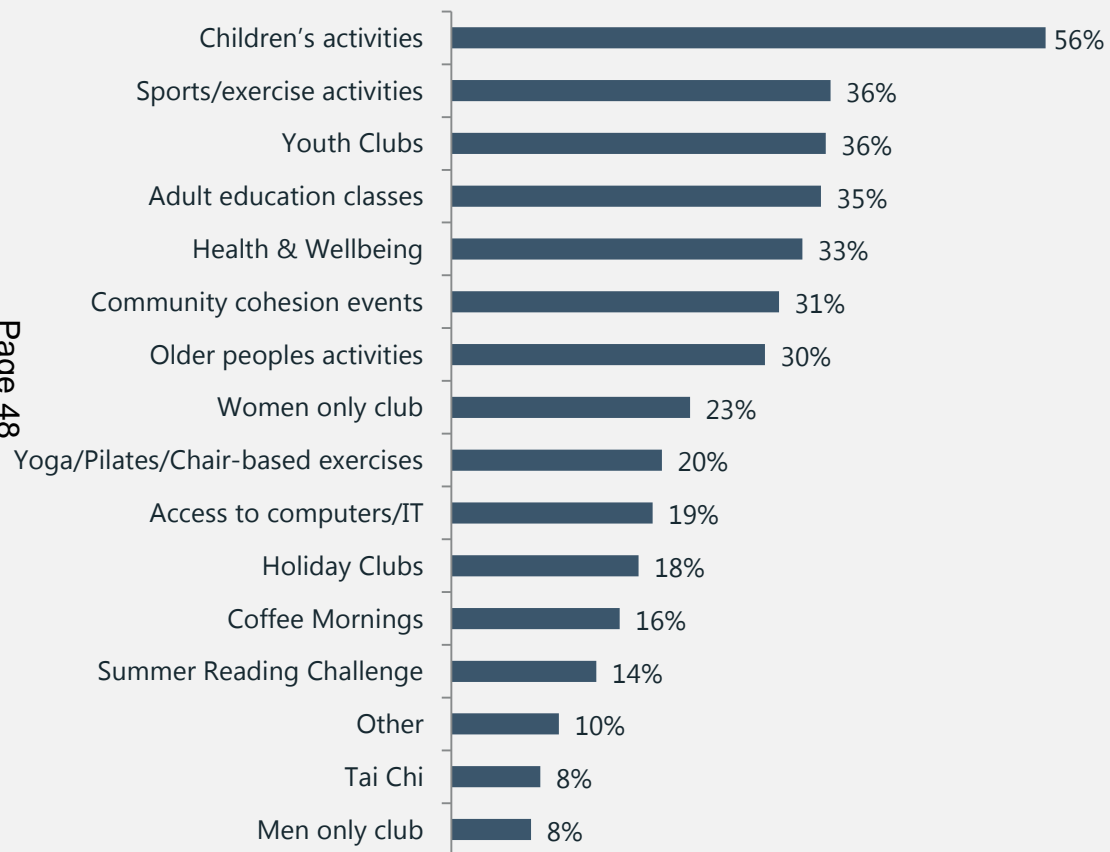


The Chalvey Locality – High level Needs including community feedback

I would like the new council hub to offer/provide:

How satisfied are you with your area as a place to live?

Page 48



The top reasons given for feeling **dissatisfied** with your area as a place to live were:

- People loitering in the streets
 - Identified by respondents as members of the Roma community
 - Leaving litter in the streets
- Crime
 - Drugs
 - Theft
 - ASB
- Too little parking and too much traffic built-up in the area

Chalvey data and insight

Cohesion



Chalvey comes 15th overall for the cohesion component of our new index. The following indicators contributed to this:

- Only 65.05% of residents surveyed for the place survey (2018) definitely agreed, or tended to agree, that their local area is a place where people from different backgrounds get along **(15th)**
- 51.92% felt that there is a very big, or fairly big, problem with people not treating each other with respect and consideration **(15th)**
- Only 43.88% felt that they belong to their immediate neighbourhood, either fairly or very strongly **(14th)**
- One positive is that 39.41% definitely agreed or tended to agree that their local area is a place where people from different backgrounds get on much better or a bit better together than they did 10 years ago **(4th)**

Economy



Chalvey ranks 14th for the economy component of the index. The following indicators contributed toward this:

3.3% of 16 and 17 year olds in Chalvey who were not in education, employment or training (NEET), or their activity was not known, in 2018/19 **(14th)**. *****Note - while this is comparatively poor performance, this is still relatively well performing compared to the national average.**
The average Income Deprivation decile for Chalvey in the 2019 IMD is 3.4 (where 1 is the most deprived decile nationally). **(14th)**

Chalvey data and insight

Mortality



Chalvey ranks 14th for the mortality component of the index. The following indicators contributed towards this:

Life expectancy for Males in Chalvey is 76.0 years **(14th)**
Life expectancy for Females in Chalvey is 80.9 years **(12th)**

Chalvey has a death ratio of 129.13 (Recorded deaths divided by expected deaths, multiplied by 100). **(14th)**
Chalvey's preventable death ratio is 135.31 **(13th)**.

Chalvey Story

Chalvey insight and needs analysis

Analysis by the Data Insight Team found that Chalvey performed the **worst** in Slough across five components:

Page 51



Community
Safety



Shelter /
Housing



Cohesion



Economy



Health

Current Work in Chalvey

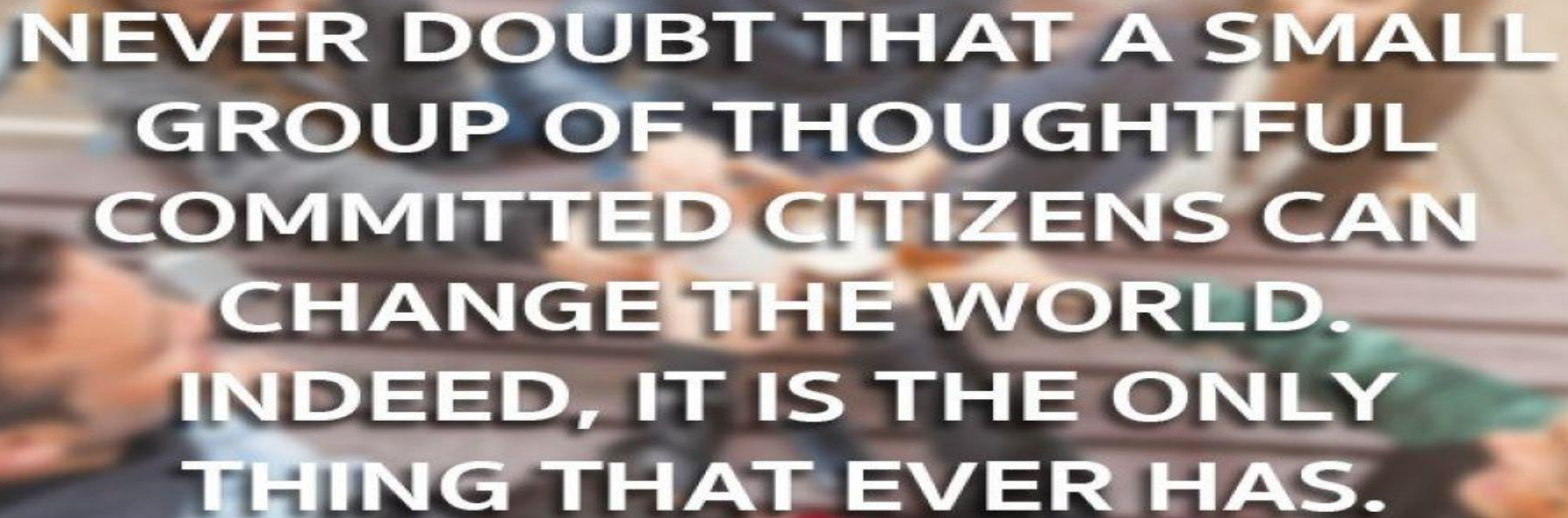
Project / Programme	Service areas/organisation	Lead	Other Information
Potential change to traffic movements to reduce congestion and mitigate against the impacts of The Grove Academy	Transport	Savio DeCruz/Chris Green	Potential for new ped facilities at Ragstone/Ledgers junction
CPZ	Transport	Kam Hothi	
Community Development	Communities	Zulf Awan	locality plan
Chalvey Can	Communities	Kam Bhatti	
Chalvey 360 Project	Communities	Gary Tallett	
SBC housing landlords scheme	Housing Services	Colin Moone	
Chalvey regeneration	Regeneration & Housing Development	John Griffiths & Kassandra Polyzoides	
New medical centre & care home scheme	Regeneration & Housing Development	John Griffiths	
Adelphi	Regeneration & Housing Development	Kassandra Polyzoides	Plans for cultural/Arts venue
Tower and Ashbourne	Regeneration & Housing Development	John Griffiths	Demolition and redevelopment
Salt Hill CCTV	CCTV	Alison Hibbert/Peter Webster	A network of additional CCTV cameras in Salt Hill Park
The Grove academy	DfE	Tony Madden	All ages School
Montem development (SUR)	SUR	Kassandra Polyzoides	
Intensive engagement programme (police)	Police	Police	

Strong, Healthy & Attractive Neighbourhoods – Transforming Chalvey

Next steps

- ❖ Pull together a SWB task and finish group
- ❖ Establish Chalvey Strong, Healthy & Attractive Operational Group
- ❖ As part of locality model start creating cultural shift – working as one
- ❖ Continue delivering TVP Intensive Engagement Training
- ❖ Produce draft neighbourhood plan by May 2020
- ❖ Start similar processes for Britwell, Trelawny and Foxborough
- ❖ If you are going to do anything in these neighbourhoods – utilise this approach

Strong, Healthy & Attractive Neighbourhoods – Transforming Chalvey



**NEVER DOUBT THAT A SMALL
GROUP OF THOUGHTFUL
COMMITTED CITIZENS CAN
CHANGE THE WORLD.
INDEED, IT IS THE ONLY
THING THAT EVER HAS.**

-Margaret Mead

E

SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board

DATE: 24th March 2020

CONTACT OFFICER: Ellie Gaddes – Policy Insight Analyst
(For all Enquiries) (01753) 875657

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

SLOUGH WELLBEING STRATEGY: 2020-2025

1. **Purpose of Report**

To present the final draft of the 2020-2025 Slough Wellbeing Strategy to members of the Wellbeing Board, and to update board members on the progress of establishing the Task and Finish groups responsible for delivering the priorities set out in the strategy.

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

The Board is requested to:

- a) Endorse the proposed Slough Wellbeing Strategy for 2020-2025.
- b) Discuss the progress of the establishment of the Task and Finish groups responsible for delivering the priorities set out in the strategy.

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

3a. **Slough Joint Wellbeing Strategy Priorities**

The Slough Wellbeing Strategy 2016-2020 was launched at the Board's partnership conference in September 2016. It explains the role of the Board and how it has set itself an ambition to set strategic direction for partnership working in Slough. The Strategy describes the relationship between the Board and the wider partnership network in Slough and how it hold the 'hold the ring', by coordinating activity to make the best use of resources in achieving common outcomes. The Wellbeing Strategy includes four priorities:

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

As the current strategy is coming to an end, this draft strategy is being developed as the new Slough Wellbeing Strategy for 2020-2025.

3b. **Joint Strategic Needs Assessment (JSNA)**

The priorities in the Wellbeing Strategy are informed by evidence of need contained in the Joint Strategic Needs Assessment.

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

The work of the Board and the Wellbeing Strategy contributes to the five priority outcomes in the Council's Five Year Plan:

- Outcome 1: Slough children will grow up to be happy, healthy and successful
- Outcome 2: Our people will be healthier and manage their own care needs
- Outcome 3: Slough will be an attractive place where people choose to live, work and stay
- Outcome 4: Our residents will live in good quality homes
- Outcome 5: Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

4. **Other Implications**

- (a) Financial – There are no financial implications directly resulting from the recommendations of this report.
- (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 Wellbeing Strategy and other plans may have legal implications which will be brought to the attention of the Council's Cabinet separately. There are no Human Rights Act Implications.
- (d) Equalities Impact Assessment - There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report. EIAs will however be completed on individual aspects of any actions produced to sit underneath the Wellbeing Strategy, as required.

5. **Supporting Information**

- 5.1 The current Wellbeing Strategy is due to end in 2020. As such, a new strategy needs to be developed for the period 2020:2025.
- 5.2 In October, members of the board met for an 'Away Day' at Arbour Park, in order to begin deciding the priorities of the Wellbeing Board for the next five years. A long list of potential priorities was drawn together that day, and it was agreed that a smaller group would work together to agree a final list of priority areas.
- 5.3 The group (formed of Alan Sinclair, Ramesh Kukar, Liz Brutus, with Dean Tyler and Ellie Gaddes for policy support) proposed a shorter list of priorities:
 - Priority One: Workplace Health
 - Priority Two: Integration
 - Priority Three: Building Community Asset Resilience
 - Priority Four: Starting Well

- 5.4 These priorities were agreed by the Wellbeing Board at the meeting on the 13th November. It was also agreed that the same group would go away and begin developing these priorities into the 2020:2025 strategy.
- 5.5 To do this, the group met in December, and agreed that they would form Task and Finish groups around each priority, calling on other members of the board and staff from their organisations with expertise in these areas.
- 5.6 The four Task and Finish groups developed a set of proposed actions and outcomes for each area. These were written up to form the basis of the draft of the new Wellbeing Strategy.
- 5.7 A draft version of the strategy was taken to the Wellbeing Board at the meeting on the 23rd January 2020. At this meeting, members of the board proposed some minor changes, and agreed that the strategy should next be taken to the Slough Borough Council communications team in order to be published in a polished format.
- 5.8 The final draft of the Strategy can be found in Appendix A. This final draft encompasses the comments made at the meeting on the 23rd January 2020, and has been formatted by the Slough Borough Council communications team.
- 5.9 At the meeting on the 23rd January 2020, the Board also agreed that two of the priorities in the new strategy (Priority One: Starting Well and Priority Two: Integration) would be led by existing partnership boards. The Terms of Reference for these boards can be found in Appendix B and C.
- 5.10 The Board also agreed that two new Task and Finish groups would be set up to lead on the other two priorities (Priority Three: Strong, Healthy & Attractive Neighbourhoods, and Priority Four: Workplace Health). Work has begun on setting up these groups, agreeing membership, creating terms of reference, and setting the first meeting date. The Draft Terms of Reference for these groups can be found in Appendix D and E.

6. **Comments of Other Committees**

- 6.1 The proposed priorities were reported to Health Scrutiny Panel on the 20th November as part of the 6-monthly report on the activity of the Wellbeing Board. The Panel had no suggestions to make.
- 6.2 The draft Wellbeing Strategy for 2020-2025 was presented to the Health and Social Care Partnership Board on the 25th February. The board had no suggestions to make.

7. **Conclusion and next steps**

The Slough Wellbeing Strategy for 2020-2025 has been developed by members of the board over the last few months. Members of the Board are requested to endorse the proposed Slough Wellbeing Strategy for 2020-2025, and to discuss the progress of the establishment of the Task and Finish groups responsible for delivering the priorities set out in the strategy.

8. **Appendixes**

A – (Final Draft) Slough Wellbeing Strategy: 2020-2025

B – Terms of Reference – Children & Young People's Partnership Board

C – Terms of Reference – Health & Social Care Partnership Board

D – Draft Terms of Reference – Strong, Healthy & Attractive Neighbourhoods Task
& Finish Group

E – Draft Terms of Reference – Workplace Health Task & Finish Group

9. **Background Papers**

None.



Slough
Wellbeing
Board

Slough Wellbeing Strategy

2020-2025



Contents

The Slough Wellbeing Strategy at a Glance	3
What is the Slough Wellbeing Strategy?	4
Our Priorities	6
Priority One: Starting Well	7
Priority Two: Integration	8
Priority Three: Strong, Healthy and Attractive Neighbourhoods (Building Community Asset Resilience)	9
Priority Four: Workplace Health	10
Ways of Working	11
Glossary	12
Appendix One: Statutory Responsibilities of the Slough Wellbeing Board	13

The Slough Wellbeing Strategy at a Glance

The Wellbeing Strategy for Slough is the overarching plan to improve the health and wellbeing of residents in the borough. It has been created by the Slough Wellbeing Board, a partnership between organisations from the public, private and voluntary sectors in Slough.

About Slough

Slough has a population of 149,000 people.

This population is relatively young, with Slough's average age only 34.8 years.

Life expectancy in Slough remains lower than the average for the rest of the South East, at 78 years for men, and 83 years for women.

Childhood health in Slough remains poor, with low rates of immunisations, high rates of obesity, and poor oral health.

Our Priorities

The Slough Wellbeing Strategy is focused around four priority areas the Board will seek to address in order to improve the health and wellbeing of the people of Slough.

Of the four priorities, two reflect areas where the Board will lead on work, while two reflect areas where the Board will have a role influencing the work of other boards or groups.

Priority One: Starting Well



This priority is an area where the Slough Wellbeing Board will have an influencing role in the work being done to address these ambitions. The Starting Well theme will be led by the Children and Young People's Partnership Board.

Priority Two: Integration



This priority is an area where the Slough Wellbeing Board will have an influencing role in the work being done to address these ambitions. The Integration theme will be led by the Health and Social Care Partnership Board.

Priority Three: Strong, Healthy and Attractive Neighbourhoods



This priority is an area where the Slough Wellbeing Board will directly lead on the work being done. To achieve these ambitions the board will work with local communities to understand the issues facing them, co-design SMART neighbourhood plans together, and work together to implement the actions outlined in these plans.

Priority Four: Workplace Health



This priority is an area where the Slough Wellbeing Board will directly lead on the work being done. To achieve these ambitions, the board will build connections with local businesses in Slough to promote information about Workplace Health, establish a set of Wellbeing Awards to celebrate best practice from employers, create a toolkit of resources relating to Workplace Health, and promote culture change surrounding Workplace Health in employers across the borough.

What is the Slough Wellbeing Strategy?

The Wellbeing Strategy for Slough is the overarching plan to improve the health and wellbeing of residents in the borough. It has been created by the Slough Wellbeing Board, a partnership between organisations from the public, private and voluntary sectors in Slough.

The Slough Wellbeing Board

Every local authority is required to have a Health and Wellbeing Board. The task of improving wellbeing in the local area is something best tackled by a range of organisations working together. The Wellbeing Board therefore brings together key organisations from the area, including representatives from the public, private and voluntary sector.

In Slough, we have made a deliberate decision to widen membership beyond the statutory requirements. This allows us to engage with a greater range of partners and work more fully across the borough. We have also called our partnership the 'Slough Wellbeing Board' rather than the Health and Wellbeing Board, to reflect our chosen focus on the wider determinants of the wellbeing of the people of Slough.

The Wellbeing Board consists of senior representatives from:

- Slough Borough Council
- East Berkshire Clinical Commissioning Group
- NHS England
- Berkshire Public Health
- Thames Valley Police
- Royal Berkshire Fire and Rescue Service
- Slough Children's Services Trust
- The Voluntary and Community Sector
- Healthwatch Slough
- Slough Youth Parliament

As well as the priority areas the Wellbeing Board works on, it also has a set of statutory responsibilities. These can be found in Appendix One.

Health and Wellbeing in Slough: The Context

Slough is a unique area, and as such, faces unique challenges.

The borough of Slough has a total population of around 149,000 people. This population is relatively young, with Slough's average age estimated to be only 34.8 years. Since the 1930s, people from across the world have made Slough their home, making Slough one of the most diverse authorities in the country.

Located to the west of London, Slough is a densely populated urban area. High levels of personal car use mean there is significant congestion and poor air quality. However, despite the urban nature of the borough and its industrial history, Slough has more than 2.54 square kilometres of parks and open spaces. The council has also recently invested in brand new leisure facilities, including gyms and leisure centres, swimming pools and an ice rink.

Slough has pockets of deprivation, and some neighbourhoods offer specific challenges. There are also inequalities in health, primarily between different areas of the borough and between different ethnic groups. Life expectancy in Slough is lower than the average for the rest of the South East, and physical inactivity, cardiovascular disease, obesity and diabetes are high. Slough also has high-rates of preventable ill health amongst children - including obesity, tooth decay and higher levels of hospital admissions for long-term conditions such as asthma.

How the Strategy was developed

The Slough Wellbeing Board began developing this strategy during the autumn of 2019. Members of the board attended a workshop in October to begin agreeing the priorities that would shape the work of the board over the next five years. In this workshop, they heard from members of staff from several different partner organisations on the current context in Slough and the health and wellbeing issues facing residents.

Some of the key points raised in these discussions were:

- In Slough, major causes of ill health and death are mainly due to circulatory conditions, cancer and respiratory conditions.
- A wide range of different factors influence the health of an individual. These include health behaviours, such as diet and exercise or alcohol use, socioeconomic factors, such as education, employment, and income, clinical care, including the access to care and quality of care, and finally, the quality of the built environment.
- To improve the health and wellbeing of residents in Slough, there are a range of areas where work can be done, including tackling poverty, improving the built environment, preventing violence, improving workplace health, integrating health and social care, and improving health and wellbeing in the early years of life.

From this discussion, members of the board turned their attention to developing a list of priority areas. These priorities all reflect areas where work could be done by the Wellbeing Board to improve the health and wellbeing of residents in Slough. For some areas, this work would be led by the Wellbeing Board directly. For others, the Wellbeing Board would have an influencing role on the work of other boards or committees. Over the next few months, these priorities were refined to create the four final priority areas which underpin this Wellbeing Strategy.

Our Priorities

The Slough Wellbeing Strategy is focused around four priority areas the Board will seek to address in order to improve the health and wellbeing of the people of Slough.

These priorities are:

- 1. Starting Well**
- 2. Integration**
- 3. Strong, Healthy and Attractive Neighbourhoods
(Building Community Asset Resilience)**
- 4. Workplace Health**

These priorities aim to strike a balance between the need to set ambitious, challenging work targets, and the need for the priorities of the board to be practical and achievable. They also aim to avoid replicating the work currently being done by other partnership boards and committees across the borough.

The priorities all relate to elements of health and wellbeing which many different partner organisations can seek to improve. By effectively working together as a partnership, the Wellbeing Board can aim to make real, tangible changes to the health and wellbeing of residents in Slough.

Of the four priorities, two reflect areas where the Board will lead on work, while two reflect areas where the Board will have a role influencing the work of other boards or groups. The first two priorities, 'Starting Well' and 'Integration' are areas where the Board will play an influencing role. The work relating to these priorities will be led by two of the partnership boards that report to the Slough Wellbeing Board. The Children and Young People's Partnership Board will lead on the work of Priority One: Starting Well, while the Health and Social Care Partnership Board will work on Priority Two: Integration. For both of these priorities, the Slough Wellbeing Board will have a supervising and influencing role over the work being done to address these areas.

The final two priorities relate to areas where the Slough Wellbeing Board will directly lead on the work being done. These two areas are Priority Three: Strong, Healthy and Attractive Neighbourhoods, and Priority Four: Workplace Health. Both of these priorities are areas where the Board will directly lead on setting the direction of work, and drive forward progress.

Each priority is discussed in greater detail in the second half of this strategy. For each priority, some background information on the theme or concept is given first, before data and insight is used to illustrate why this issue is a particular challenge in Slough. Once the context has been established, the ambitions for that area are outlined, before the actions the board will undertake over the next five years are presented.



Priority One: Starting Well

Starting Well focuses on the health and wellbeing of children and young people. The evidence tells us that when children start school with a good level of health and development, they are more likely to go on to succeed in later stages of education. Tackling health and wellbeing issues at an early stage in life prepares our young people for their future.

Why is this a priority?

- Slough is a relatively young town. Children and young people aged 0 to 17 years make up 28% of the population of Slough. In particular, we have a significantly high proportion of children aged 0 to 14 years.
- When we compare the health and wellbeing of children in Slough to that of the rest of the country, a number of high priority areas emerge.
- Slough has lower than average rates of many recommended childhood immunisations, including the Mumps, Measles and Rubella immunisation and the Flu vaccination.
- Levels of childhood obesity are high - with over 25% of Year 6 children categorised as obese.
- Oral health amongst Slough children is worse than the England average. 41.5% of 5 year olds have one or more decayed, filled, or missing teeth.
- Emergency admissions of children to hospital due to asthma are high - with 147 admissions in 2017/18 alone.
- Mental health disorders in young people in Slough have risen, with 9.6% of young people aged 5 to 16 years in Slough having a mental health condition in 2015.

Ambitions

Over the next 5 years, the Board will seek to:

- Decrease the attainment gap between all children and the bottom 20% at Early Years Foundation Stage.
- Reduce the number of Reception and Year 6 aged children classified as obese.
- Improve immunisations rates amongst young people in Slough.
- Improve oral health amongst children in Slough.

Actions

This priority is one of two areas where the Slough Wellbeing Board will have an influencing role in the work being done to address these ambitions. The Starting Well theme will be led by the Children and Young People's Partnership Board.

This board will address the work of this priority and report back regularly on their progress to the Slough Wellbeing Board. The actions relating to this priority will be set by the Children and Young People's Partnership Board, and will form part of their strategy.



Priority Two: Integration

There are a large range of services that support people to live independently at home, rather than needing institutional care in a hospital or care home. These services are delivered by both health professionals, and social care services. By working closely together, health and social care professionals can ensure that their services are aligned and integrated, in order to provide better care for our residents.

Why is this a priority?

- The majority of people living in Slough will require health and social care support at some time in their lifetime.
- In Slough, we spend over £100m every year across health and social care. We need to ensure that this funding is being spent in the best way possible to make the biggest difference for people's health and wellbeing.
- Research by Think Local Act Personal tells us that people want their care to be flexible, integrated, and under their own control.

Ambitions

Over the next 5 years, the Board will seek to:

- Increase healthy life expectancy in Slough.
- Increase the proportion of people living independently at home, and decrease the proportion living in care homes.
- Increase the number of people who are managing their own care and support needs.
- Reduce the amount of attendances and admissions to hospital, and the length of these stays.
- Reduce delayed transfers of care.

Actions

This priority is one of two areas where the Slough Wellbeing Board will have an influencing role in the work being done to address these ambitions. The Integration theme will be led by the Health and Social Care Partnership Board, who will address the work of this priority and report back regularly on their progress to the Slough Wellbeing Board.

To achieve these ambitions, the Health and Social Care Partnership board will:

- Develop a place-based health and care strategy, to align the current health and social care services.
- Build on the work of the Slough Better Care Fund, to increase the contributions from health and social care to the pooled budget.
- Increase the range of services that are commissioned collaboratively by health, social care, and other partners.
- Continue to work with our care users to ensure that co-production and co-design are at the heart of all that we do.



Priority Three: Strong, Healthy and Attractive Neighbourhoods (Building Community Asset Resilience)

Our communities are at the heart of everything we do. Strong, healthy and attractive neighbourhoods are built around people, place, local pride and strong collaborative working between the community and its partners. People in strong, healthy and attractive communities are part of a shared local identity and are empowered to have the skills and opportunities to take part in local life.

Why is this a priority?

- Health and Wellbeing is influenced by a range of different factors, including socioeconomic factors such as education, employment and income and the quality of the built environment.
- Slough has pockets of severe deprivation, with some neighbourhoods requiring greater levels of intervention.
- Some areas of the borough have poor environmental quality, with the built environment, open spaces, and air quality all suffering.
- These factors all contribute to the health inequalities seen across the borough. Mortality rates of people under 75 years are significantly higher in areas such as Britwell & Northborough, Chalvey and Foxborough.

Ambitions

In the next five years, we aim to:

- Increase levels of resident satisfaction with local place, and improve levels of happiness.
- Improve life chances of residents, by focusing on areas such as housing, poverty, education and employment.
- Reduce health inequalities between wards.
- Improve community resilience and improve engagement and volunteering impact.

Actions

This priority is one of two areas where the Slough Wellbeing Board will directly lead on the work being done.

To achieve these ambitions, we are going to:

- Work with local communities to understand the issues facing them.
- Work with residents and partners to co-design SMART neighbourhood plans.
- Work with residents and partners to implement the actions outlined in these plans.



Priority Four: Workplace Health

Having a good job, with a reasonable wage, provides security and allows individuals to thrive. It also protects against adverse health outcomes, both while people are working, and in later life. In particular, a good working environment can protect a person's mental health and musculoskeletal health.

Why is this a priority?

- The county of Berkshire has a high rates of employment. In Slough, 73.5% of population - or over 70,000 people - are in employment.
- Most of the businesses in Slough are small businesses. 81% of businesses in Slough employ less than 5 people. The largest employers in Berkshire are the NHS and Local Government.
- Life expectancy in Slough remains lower than the average for the rest of the South East, at 78 years for men, and 83 years for women.
- Healthy life expectancy - or the number of years a person can expect to live in good health - is worsening in Slough.

Ambitions

In the next five years, we aim to:

- Reduce the gap in employment rate for key groups, including those with a long-term health condition, those with a learning disability, and those in contact with secondary mental health services.
- Reduce the gap in wages between residents of Slough, and those who travel into Slough to work.
- Reduce sickness absences, by reducing the percentage of working days lost due to sickness absence.
- Improve the job satisfaction of people working in the borough.

Actions

This priority is one of two areas where the Slough Wellbeing Board will directly lead on the work being done.

To achieve these ambitions, we are going to:

- Build connections with local businesses in Slough to promote information about Workplace Health, and establish a set of Wellbeing Awards to celebrate success and best practice from employers.
- Create a toolkit of resources and materials relating to Workplace Health for employers and staff in Slough.
- Promote culture change surrounding Workplace Health in employers across the borough.

Ways of working

The Slough Wellbeing Board meets 6 times a year for formal meetings. In these meetings, representatives from the partner organisations discuss strategic issues relating to these four priority areas. They also receive updates on the statutory work that the Board must complete. In addition to these meetings, the Board also engages in one-off workshops and 'Away Days' to further its work in key areas.

The Wellbeing Board is one of three boards or committees that Slough Borough Council has a statutory duty to maintain. In addition to the Wellbeing Board, the local authority must also maintain a partnership board around community safety, and a safeguarding board.



The Safer Slough Partnership is the partnership board centred around community safety. The board is made up of representatives from Slough Borough Council, Thames Valley Police, Slough Council for Voluntary Services, the National Probation Board, and other organisations. The aim of the board is "protecting our diverse, evolving and vibrant community".



The Slough Safeguarding Boards are formed of representatives from Slough Borough Council, Slough Children's Trust, Thames Valley Police, Slough Council for Voluntary Services, Slough Healthwatch, and other organisations. The Boards have four priorities - serious youth violence, neglect, exploitation and domestic violence.

The partners have recently reviewed the ways in which these statutory boards work together. Each board has reset the priority areas they are focusing on, and a Leaders Group has been created to co-ordinate and align this work. This review sought to ensure that the boards are operating in the most effective way to ensure good outcomes for the people of Slough.

Glossary

Cardiovascular Disease

A general term for conditions affecting the heart or blood vessels. Includes conditions such as heart disease and strokes.

Co-Production

A way of working where people with experience of using services are involved in the design and delivery of these services, in order to make sure they really meet the needs of the people who use them.

Commissioning

The process of assessing what services are needed in the community, purchasing these services from a provider, and monitoring these services to ensure they meet the desired outcomes.

Healthy Life Expectancy

A measure of population health, that estimates the expected years of life in good health for a person.

Immunisation

The process where a person is made immune, or resistant to an infectious disease. This usually takes place by administering a vaccine, which stimulates the body's immune system to protect the person against a later infection.

Musculoskeletal Health

Musculoskeletal health refers to conditions that affect the joints, bones and muscles.

Oral Health

The health of a person's mouth and throat, including tooth decay, gum disease and mouth or throat cancer.

Physical Inactivity

A term used to refer to those people who do not get the recommended level of regular physical activity.

Respiratory Conditions

Those conditions that affect the lungs and other tissues involved in breathing.

Statutory Responsibilities

The responsibilities that the Wellbeing Board has a legal obligation to complete.

Appendix One: Statutory Responsibilities of the Slough Wellbeing Board

The Health and Social Care Act of 2012 set out the statutory responsibilities of Health and Wellbeing Boards. These are:

- To prepare and publish a Joint Strategic Needs Assessment for Slough.
- To prepare and publish a Joint Health and Wellbeing Strategy for Slough.
- To give its opinion to the East Berkshire Clinical Commissioning Group (CCG) as to whether their Commissioning Plans adequately reflect the current Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy.
- To comment on the sections of the CCG's Annual Report which describe the extent of their contribution to the delivery of Joint Health and Wellbeing Strategy.
- To give its opinion, as requested by the NHS Commissioning Board, on the CCG's level of engagement with the Board, and on the Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy.
- To encourage persons who arrange for the provision of health and/or social care services in the area to work in an integrated manner for the purpose of advancing the health and wellbeing of 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.
- To publish and maintain a Pharmaceutical Needs Assessment.
- To give its opinion to the Council on whether it is discharging its duty to have regard to any Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy prepared in the exercise of its functions.
- To exercise any Council function which the Council delegates to it.
- To ensure that strategic issues arising from Slough's Safeguarding Boards inform the work of the Board.
- To receive the annual reports from Slough's Safeguarding Boards and ensure that partners respond to issues pertinent to the Board.

This document can be made available on audio tape, braille or in large print, and is also available on the website where it can easily be viewed in large print.

Slough Wellbeing Strategy 2020-2025

If you would like assistance with the translation of the information in this document, please ask an English speaking person to request this by calling 01753 875847.

यदि आप इस दस्तावेज़ में दी गई जानकारी के अनुवाद कए जाने की सहायता चाहते हैं तो कृपया किसी अंग्रेजी भाषी व्यक्ति से यह अनुरोध करने के लिए 01753 875847 पर बात करके कहें.

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਵਿਚਲੀ ਜਾਣਕਾਰੀ ਦਾ ਅਨੁਵਾਦ ਕਰਨ ਲਈ ਸਹਾਇਤਾ ਚਾਹੁੰਦੇ ਹੋ, ਤਾਂ ਕਿਸੇ ਅੰਗਰੇਜ਼ੀ ਬੋਲਣ ਵਾਲੇ ਵਿਅਕਤੀ ਨੂੰ 01753 875847 ਉੱਤੇ ਕਾਲ ਕਰਕੇ ਇਸ ਬਾਰੇ ਬੇਨਤੀ ਕਰਨ ਲਈ ਕਹੋ।

Aby uzyskać pomoc odnośnie tłumaczenia instrukcji zawartych w niniejszym dokumencie, należy zwrócić się do osoby mówiącej po angielsku, aby zadzwoniła w tej sprawie pod numer 01753 875847.

Haddii aad doonayso caawinaad ah in lagu turjibaano warbixinta dukumeentigaan ku qoran, fadlan weydiiso in qof ku hadla Inriis uu ku Waco 01753 875847 si uu kugu codsado.

اگر آپ کو اس دستاویز میں دی گئی معلومات کے ترجمے کے سلسلے میں مدد چاہئے تو، براہ کرم ایک انگریزی بولنے والے شخص سے 01753 875847 پر کال کر کے اس کی درخواست کرنے کے لئے کہیں۔

Slough Children and Young People's Partnership

Terms of Reference Agreed February 2020

The Slough Children and Young People's Partnership will provide strategic oversight and coordinate system wide improvements to provide the best outcomes for children and young people.

Partners will work collaboratively to share information and resources to agree and deliver objectives which are also informed by the voice of local children and families.

1. Vision

1.1. To ensure that Slough is a great place for children to grow up and live happy, healthy and successful lives

2. Strategic Role and Purpose

- 2.1. To provide strategic direction and oversight of the delivery of services supporting the wellbeing of children and young people in Slough (aged 0-25)
- 2.2. To ensure that effective multi-agency working is in place
- 2.3. To evaluate the quality and effectiveness of multi-agency processes and services in improving outcomes including strategic quality assurance of impact
- 2.4. To lead on the delivery of the Starting Well Priority of the Wellbeing Board
- 2.5. To inform and improve future planning and service delivery so as to improve outcomes for children, young people and families; with a particular focus on early help and early intervention

3. Shared Responsibilities

- 3.1. Produce a Children and Young People's Plan (CYPP) by May 2020 for the next 3 – 5 years using shared data and intelligence
- 3.2. Oversee the delivery of the CYPW Strategy and related strategies including the Multi-Agency Early Help Strategy
- 3.3. Agree systems and processes for effective information sharing and collaboration and identify measures of success to actively track and manage progress
- 3.4. Oversee relevant partnership improvement plans including preparation for and response to external Inspections with a particular focus on the ILACS inspection of children's social care
- 3.5. Work collaboratively to identify and resolve any issues that appear in the children's system to ensure children and families receive timely and effective support appropriate to their needs
- 3.6. Champion the voice of children, young people and families, ensuring that they are represented in both strategic planning and service delivery

- 3.7. Engage with relevant forums and related boards to promote excellent outcomes for children, young people and families

4. Membership

- 4.1. Membership to be finalised and agreed at the inaugural meeting of the new Partnership on 3 February 2020

5. Chairing Responsibilities

- 5.1. Chaired by Slough's Director of Children's Services
- 5.2. Be a champion for children, young people and families and exercise the statutory requirement of support and challenge to the whole child system in Slough.
- 5.3. Secure active involvement and commitment from all agencies involved in the delivery of support to children and families in Slough

6. Role of Members

- 6.1. Attend or be represented and actively engage in meetings, challenging and supporting members of the group
- 6.2. Share information, data and quality assurance to allow the board to determine outcomes, impact and progress in meeting children's needs.
- 6.3. Take responsibility for a specified area of delivery if required and drive improvements
- 6.4. Represent and feed in the views of your representing organisation
- 6.5. Be champions for children, young people and families
- 6.6. Actively work in partnership to deliver the Starting well priority of the Children and Young People's Wellbeing Strategy and to take accountability for the delivery of outcomes

7. Communications

- 7.1. Agree strategic communications to ensure widespread awareness of the work of the partnership, services and support available
- 7.2. Communicate any issues or messages back to respective organisations effectively

8. Governance

- 8.1. The Board is accountable to the Slough Health and Wellbeing Board
- 8.2. To meet three times year – half day workshop style and thematic
- 8.3. To agree the need for and remit of any operational sub-groups including task and finish groups relating to the planning and delivery of the boards priorities – see section "Related Boards"
- 8.4. See governance diagram Figure 1 and Children's Partnership Boards Figure 2
- 8.5. The C&YPP Terms of Reference and Membership to be reviewed in Autumn 2020 meeting and annually thereafter

9. Related Boards (*Statutory)

- 9.1. Health and Wellbeing Board*
 - 9.2. Slough Safeguarding Partners*
 - 9.3. Safer Slough Partnership*
 - 9.4. Slough Strategic Education Partnership Board
 - 9.5. Youth Violence Task Force
 - 9.6. YOT Board
 - 9.7. Prevent Board
 - 9.8. Slough SEND and Inclusion Board
 - 9.9. East Berks Children's and Young People's Transformation Plan Group
 - 9.10. Adults Health and Social care Board
-

Potential themes for Children & Young People's Partnership Plan / Wellbeing Strategy

- 1. Early Help – Including Strengthening Families
- 2. Parenting
- 3. Improvements in children's social care services
- 4. Physical and mental health outcomes of CYP
- 5. Starting well element of the Wellbeing Board priorities

This page is intentionally left blank

Health and Social Care Partnership Terms of Reference

1. Purpose

The purpose of Health and Social Care Partnership is to provide oversight, strategic direction and commissioning intentions for the integration of health and social care services within Slough. All representatives will undertake an active representative on behalf of their organisations for overseeing such strategic direction.

2. Responsibility

The Health and Social Care Partnership will:

- a) Agree strategic direction for the integration of health and social care within Slough.
- b) Ensure commissioned services across the partnership are aligned to deliver efficient and effective services, designed to improve outcomes.
- c) Consider any issue of health and social care strategic policy, public health strategy or general community concern within Slough
- d) Take recommendations to Integrated Care System Group.

3. Principles

- a. To align strategic direction, prioritise actions and present clear plans of what will be done locally to address needs and improve health wellbeing and reduce health inequalities, by:
 - Prioritising actions, based on the agreed strategic direction, joint commissioning strategies and joint strategic needs assessment, to meet the needs of the current population without compromising the wellbeing of future generations.
 - Communicating actions in publicly available action plans.
 - Reviewing and ensuring alignment for all new Integrated Care Systems developments.
- b. To coordinate partnership working to minimise duplication, avoid cost shunting and maximise the cost effectiveness of services, by:
 - Integrating the business action plans of partner organisations.
 - Coordinating information sharing across partners
 - Coordinating commissioning decisions to reflect the priorities identified by the partnership including the use of joint commissioning and pooled budgets where appropriate.
 - Reporting to Slough Wellbeing Board (where necessary) and linking to the Children's Trust.
- c. To monitor progress against the actions agreed in local plans and against nationally set outcomes and ensure action is taken where appropriate to improve outcomes, by:
 - Evaluating performance against locally agreed priorities.
 - Evaluating performance against nationally set outcomes frameworks for the NHS, public health and social care.
 - Producing annual reports of progress in relation to above action plans, in order that the partnership is publicly accountable for delivery of these actions.
- d. To consult with service users and carers about service developments which affect them, by:
 - Working with and involving people who use health and social care services, carers and communities in equal partnership

4. Membership

4.1 Members will be required to represent their organisation with sufficient seniority and influence for decision making. Membership of the partnership will consist of:

- Alan Sinclair Director of Adult and Communities (SBC)
- Andy Brooks Clinical Chief Officer (NHS CCG)
- Arunjot Mushiana Healthwatch Slough
- Avtar Maan Integrated Commissioner (SBC)
- Bernadette Bates Co-production network member
- Beth Reed Community Development & Partnerships Officer
- Debbie Fraser Associate Director of Finance (CCG)
- Elena Gaddes Policy Insight Analyst (SBC)
- Fiona Slevin-Brown Director of Strategy and Operations (CCG)
- Geoff Dennis Chair, Slough Mental Health Board (SBC/NHS)
- Jane Senior Service Lead, Commissioning and Transformation (SBC)
- Jayne Reynolds Regional Director East Berkshire Healthcare F/Trust (NHS)
- Jeanette Bailey Community Integration Manager (SBC)
- Jennifer Wallis Principle Systemic Lead – Slough Children’s Services Trust
- Jim O'Donnell CCG Chair (CCG)
- Joanne Greengrass East Berks CCG
- Jocelyn John Co-production network member
- Joe Carter Transformation director (SBC)
- Liz Brutus Service Lead, Public Health (SBC)
- Marcia Wright Co-Chair: Older People's Partnership Board
- Martin Elliott Service lead, Adult social care operations (SBC)
- Martyn Storey Consultant
- Mike Connolly CCG Board Member (Patient and Public Involvement)
- Mike Hoskin East Berks CCG
- Mike Wooldridge Better Care Programme Manager
- Patrick Rogan Chief Executive, East Berks Primary Care
- Paula Bass Group accountant (SBC)
- Priya Kumar GP and Primary Care Strategy Lead
- Ramesh Kukar Slough Council for Voluntary Service
- Ricky Chana Senior Commissioning Manager (CCG)
- Sangeeta Saran Manager CCG
- Sharon Boundy Programme Lead for Transformation (NHS Trust)
- Stephen Gibson Interim director of regeneration (SBC)
- Stuart Pavelin Farnham Road Practice
- Sue Benford Co-production network member
- Susanna Yeoman Deputy Regional Director East Berks Healthcare F/Trust

4.2 Other members shall be appointed by the Co Chairs after consultation with the partnership.

4.3 Membership of the partnership will be reviewed annually.

5. Member's roles and responsibilities

All members of the partnership will commit to the following roles, responsibilities and expectations:

- Committed to attending meetings;
- Uphold and support partnership decisions and be prepared to follow through actions and decisions obtaining the necessary financial approval from their organisation for the partnerships proposals and declaring any conflict of interest;
- Be prepared to represent the partnership at stakeholder events and support the agreed consensus view of the partnership when speaking on behalf of the partnership to other parties;
- Champion the work of the partnership in their wider networks and in community engagement activities;
- Participate in partnership discussions to reflect views of their partner organisations, being sufficiently briefed to be able to make recommendations about future policy developments and service delivery; and
- Ensure there are communication mechanisms in place within the partner organisations to enable information about the priorities and recommendations of the partnership to be effectively disseminated.

6. Resignations

Members may resign at any time by giving written notice to the Co Chairs.

7. Removal

The Co Chairs may remove a member by giving written notice in any of the circumstances set out below:

If the member:

- Has been absent from partnership meetings a period of more than three months;
- Is unfit to continue the appointment because of misconduct;
- Has failed to comply with the terms of the appointment; or
- Is otherwise unable, unfit or unwilling to carry out the member's functions.

8. Co Chairs

The role of the Co Chairs is to provide leadership and direction to the partnership. The Co Chair's responsibilities include:

- To chair and facilitate partnership meetings
- To plan the annual cycle of partnership meetings and set the agendas
- To give directions to partnership policy making
- To monitor decisions taken at partnership meetings are implemented
- To enable the partnership to fulfil its responsibilities
- To secure consensus between individual partner organisations
- To represent the partnership at meetings with key organisations and promote its objectives effectively.
- To act as a spokesperson for the partnership where appropriate.
- To attend and be a member of other committees or working groups when appropriate in their role as Chair.

- To represent the partnership at Slough Wellbeing Board and at appropriate events, meetings or functions.

9. Charing the meetings

- 9.1 The partnership shall be Co Chaired by the council's Director of Adult and Communities (SBC) and the Chair of the East Berkshire's Clinical Commission Group.
- 9.2 The Chair of the partnership shall alternate at each meeting, with an equal number of meetings chaired by the Director of Adult and Communities (SBC) and the Chair of the Clinical Commission Group (CCG).

10. Meetings

- 10.1 The partnership shall schedule meetings at least 12 times a year with other meetings as necessary.
- 10.2 The dates of these meetings shall be agreed by the partnership at the first meeting of the new calendar year.
- 10.3 Members will be notified of the date, time and venue of each meeting by email immediately after the first Partnership meeting of the new calendar year. Meetings shall be held at such dates, times and venues, as the co chairs and the partnership itself shall determine.
- 10.4 The dates of meetings will only be changed in exceptional circumstances.
- 10.5 The agenda and supporting papers shall be forwarded to each member of the Partnership at least 5 working days before the date of the meeting
- 10.6 Any member may request that an item is included on the Partnership's Forward Plan. Such items shall be brought to the notice of the Co Chairs at first available meeting.
- 10.7 Any member with an interest in an item under discussion shall be expected to declare their interest at the start of the meeting.

11. Special meetings

A special meeting of the Partnership may be called at any time by the co chairs or at the request, in writing of any five members. This meeting may be called with less than 5 working days' notice if the co chairs so directs, on the grounds that there are matters demanding urgent consideration.

12. Decisions

- 12.1 Decision making will be achieved through consensus reached amongst those members present. If a consensus is not reached, members would vote to reach to a decision
- 12.2 Decisions relating to the **Better Care Fund** would require the presence of the following members:
- Director of Adult and Communities (SBC)
 - Group Accountant – Financial Management (SBC)
 - Associate Director of Finance (CCG)
 - Director of Strategy and Operations (CCG)

13. Quorum

- 13.1 Meetings will be deemed quorate if at least five members of the partnership are present and in no case shall the quorum for the Partnership be less than five.
- 13.2 If the number of members increases or decreases this will need to be reviewed.
- 13.3 Where a meeting is inquorate those members in attendance may meet informally but any decisions taken shall require appropriate ratification at the next quorate meeting of the Partnership.
- 13.4 A meeting must remain quorate for its full duration. Should members arrive late or leave for any reason, quoracy must be maintained. If the meeting is or becomes inquorate, partnership decisions can no longer be made and any discussions shall be informal only. The relevant co chair may decide to call a special meeting to undertake the remaining business.

14. Sub-Groups

- 14.1 The partnership may establish sub groups or Task and Finish groups to help it undertake its strategic functions. The membership and terms of reference for these groups will be determined by the Partnership.
- 14.2 The partnership shall also hold ad-hoc meetings, workshops and development sessions throughout the calendar year as and where appropriate

15. Administration

- 15.1 The agenda for each meeting shall be agreed by the co chairs as part of the partnership's ongoing forward work plan for the calendar year.
- 15.2 Administrative support will be provided by the council, who will arrange the meetings of the partnership and publish its agendas. Agenda's will be despatched at least five working days in advance of the meeting.
- 15.3 The council will also be responsible for the minutes of the meeting (including special meetings) and their subsequent circulation.
- 15.4 The council's Policy team will be responsible for maintaining the partnership's forward work plan, and for conducting additional research and analysis as required.
- 15.5 Attendance at meetings and access to the minutes will be restricted to members of the partnership
- 15.6 Requests from non-members to view the minutes and/or attend the meetings as observers will be considered based on a case by case basis.

16. Dissolution

Members have the right to dissolve the partnership at any time deemed fit by members.

17. Governance

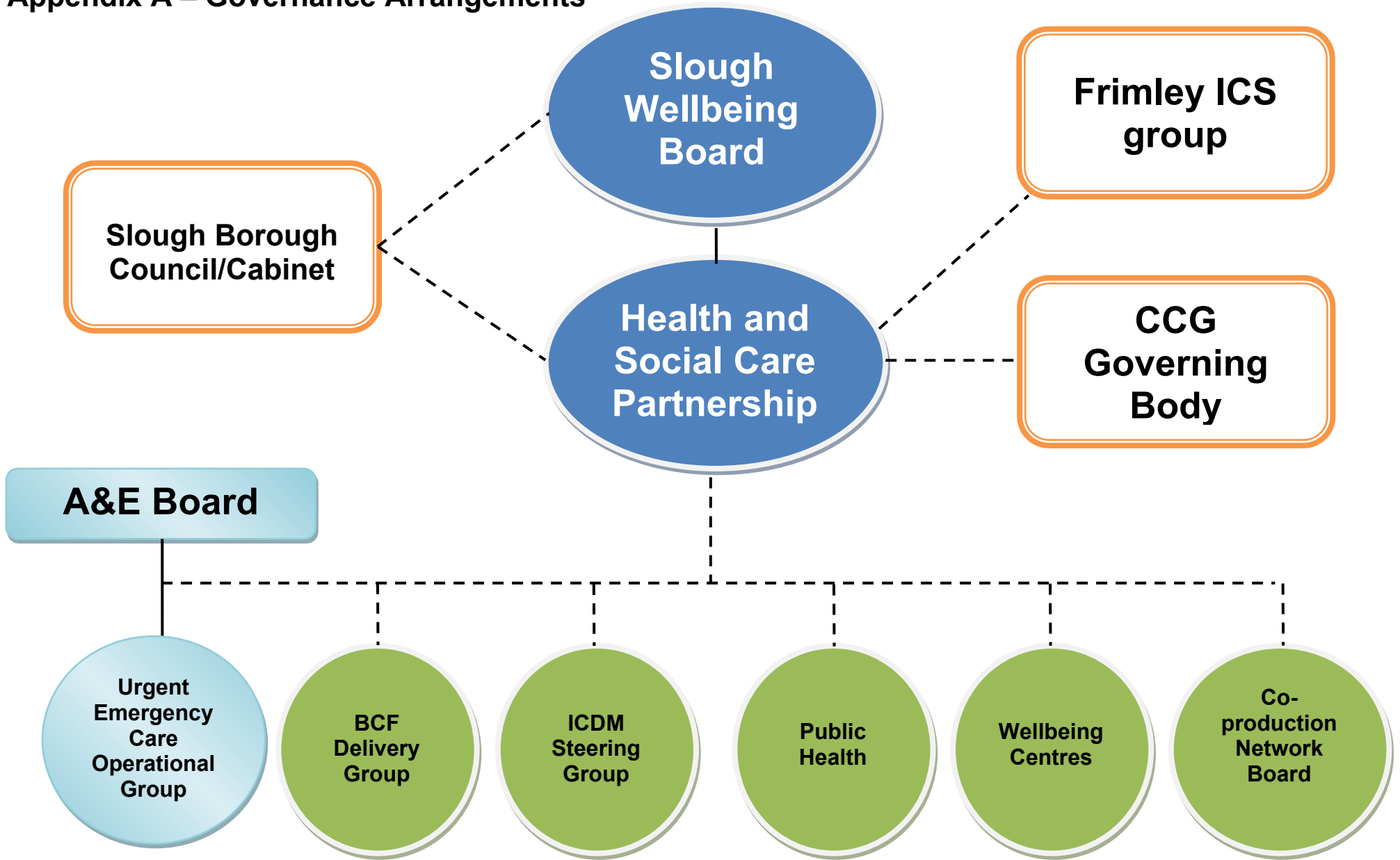
A diagram showing the Partnership relationship to the Slough Wellbeing Board and other boards and partnerships is attached at Appendix A.

18. Annual review of terms of reference

18.1 These terms of reference will be reviewed annually by the Partnership's Co Chairs.

18.2 Any revisions shall be endorsed by the Partnership

Appendix A – Governance Arrangements



This page is intentionally left blank



**Slough
Wellbeing
Board**

Task & Finish Group

Priority Three: Strong, Healthy & Attractive
Neighbourhoods

Terms of Reference

Background

The Slough Wellbeing Board is a partnership between organisations from the public, private and voluntary sectors in Slough. In 2020, the Board developed a new Wellbeing Strategy, to cover 2020 to 2025. This strategy contains four key priority areas which the Board will seek to address in order to improve the health and wellbeing of the people of Slough. These priorities are:

1. Starting Well
2. Integration
3. Strong, Healthy and Attractive Neighbourhoods (Building Community Asset Resilience)
4. Workplace Health

Purpose

This task and finish group has been set up by the Wellbeing Board to lead on co-ordinating and delivering the third priority of the 2020-2025 Wellbeing Strategy: Strong, Healthy and Attractive Neighbourhoods.

Membership

The group is comprised of members from a range of organisations, all with an interest in working in Slough's communities. Not every member of staff who is a member of this task and finish group is also a member of the Wellbeing Board. The group is comprised of:

- Ketan Gandhi (Co-Chair) – Slough Borough Council
- Ramesh Kukar (Co-Chair) – Slough Council for Voluntary Service
- *More members to be confirmed, from the Police, the NHS and education sectors.*

Operation

- The task and finish group will meet every 2 months.
- Meetings will be co-chaired by Ketan Gandhi and Ramesh Kukar.
- Regular reports will be provided to Slough Wellbeing Board.
- Administrative support will be provided by Difaf Sharba from Slough Borough Council.

This page is intentionally left blank



**Slough
Wellbeing
Board**

Task & Finish Group

Priority Four: Workplace Health

Terms of Reference

Background

The Slough Wellbeing Board is a partnership between organisations from the public, private and voluntary sectors in Slough. In 2020, the Board developed a new Wellbeing Strategy, to cover 2020 to 2025. This strategy contains four key priority areas which the Board will seek to address in order to improve the health and wellbeing of the people of Slough. These priorities are:

1. Starting Well
2. Integration
3. Strong, Healthy and Attractive Neighbourhoods (Building Community Asset Resilience)
4. Workplace Health

Purpose

This task and finish group has been set up by the Wellbeing Board to lead on co-ordinating and delivering the fourth priority of the 2020-2025 Wellbeing Strategy: Workplace Health.

Membership

The group is comprised of members from a range of organisations, all with an interest in Workplace Health. Not every member of staff who is a member of this task and finish group is also a member of the Wellbeing Board. The group is comprised of:

- Dr Liz Brutus (Chair) – Slough Borough Council
- Lucy Bowman – Department of Work and Pensions
- Ramesh Kukar – Slough Council for Voluntary Service
- Rajni Cairns – Slough Borough Council
- Dipak Mistry – Slough Borough Council
- *More members to be confirmed, from local business partnerships and Royal Berkshire Fire and Rescue Service.*

Operation

- The task and finish group will meet every 2 months.
- Meetings will be chaired by Dr Liz Brutus.
- Regular reports will be provided to Slough Wellbeing Board.
- Administrative support will be provided by Ellie Gaddes from Slough Borough Council.

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board

DATE: 24th March 2020

CONTACT OFFICER: Dean Tyler, Service Lead Strategy and Performance Service

(For all Enquiries) (01753) 875847

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

SLOUGH WELLBEING BOARD FORWARD PLAN**1. Purpose of Report**

To agree the Forward Plan for the Wellbeing Board.

2. Recommendation(s)/Proposed Action

To agree to programme items for the Forward Plan based on the new Wellbeing Strategy priorities and the statutory requirements of the Board.

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

The work of the Wellbeing Board is focussed on deliver of the priorities in the Wellbeing Strategy which are based on evidence including the Joint Strategic Needs Assessment.

3b. Council's Five Year Plan Outcomes

The work of the Board supports delivery of the five outcomes in the Five Year Plan:

- Outcome 1: Slough children will grow up to be happy, healthy and successful
- Outcome 2: Our people will be healthier and manage their own care needs
- Outcome 3: Slough will be an attractive place where people choose to live, work and stay
- Outcome 4: Our residents will live in good quality homes
- Outcome 5: Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

4. Other Implications

(a) Financial – none.

(b) Risk Management – none.

(c) Human Rights Act and Other Legal Implications - There are no direct legal implications. Any specific activity undertaken by the Wellbeing Board, which 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 Wellbeing Board.

5. **Supporting Information**

5.1 It is recommended that the Forward Plan be set around regular updates against the priorities in the new Wellbeing Strategy and the Board's statutory responsibilities.

5.2 The Slough Wellbeing Board has taken steps in recent months to reset its strategic focus on the wider determinants of health and wellbeing. A new five year Wellbeing Strategy is being developed around four priorities:

1. Workplace Health
2. Integration
3. Strong, Healthy & Attractive Neighbourhoods (Building Community Asset Resilience)
4. Starting Well

5.3 The Health and Social Care Act of 2012 set out the statutory responsibilities of Health and Wellbeing Boards. These are:

- To prepare and publish a Joint Strategic Needs Assessment (JSNA) for 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 the 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, as 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 persons who arrange for the provision of health and/or social care services in the area to work in an integrated manner for the purpose of advancing the health and wellbeing of 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 exercise any Council function which the Council delegates to it.

- 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.

5.4 The proposed forward plan is attached as Appendix A.

6. **Comments of Other Committees**

The Wellbeing Board works closely with Health Scrutiny Panel and the Forward Plan should remain flexible to accommodate any key issues identified by other committees.

7. **Conclusion**

The Forward Plan will enable the Board to structure its work over the year ahead to deliver its strategic priorities and fulfil its statutory requirements.

8. **Appendices**

A – Slough Wellbeing Board Forward Plan

9. **Background Papers**

None

This page is intentionally left blank

Slough Wellbeing Board's Work Programme

2019/20

Contact officer: Dean Tyler, Service Lead Strategy & Performance, Slough Borough Council

For all enquiries: (01753) 875847

13 May 2020

Subject	Decision requested	Report of	Contributing Officers(s)	Key decision *
Discussion				
Progress Report Regarding Priority Two: Integration	Update and discussion on the work of the Health and Social Care Partnership Board on Priority Two: Integration.	Alan Sinclair, Director of Adults and Communities.		No.
<i>To be scheduled – statutory report (see below)</i>				
Details to be confirmed	Details to be confirmed.			
Information				
Un-programmed items				
Refresh of JSNA	To be confirmed	Liz Brutus, Service Lead, Public Health/ Tessa Lindfield, Director of Public Health, Berkshire		No
Better Care Fund Plan	To be confirmed			
Pharmaceutical Needs Assessment	To be confirmed			
Slough's Safeguarding Board Annual Reports	To be confirmed			
CCG Annual Report	To be confirmed			
Safer Slough Partnership Annual Report	To be confirmed			

CCG Commissioning Plan				
------------------------	--	--	--	--

Criteria

Does the proposed item help the Board to:

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

This page is intentionally left blank

SLOUGH WELLBEING BOARD - ATTENDANCE RECORD 2019/20

MEMBER	17/07/19	25/09/19	13/11/19	23/01/20	24/03/20	13/05/20
**Doug Buchanan			P	Ab		
*****Lucy Bowman						
Cate Duffy	P	P	P	Ap		
****Supt Grahame	P	Ap	Ap			
Lisa Humphreys	P	P	P	P		
Ramesh Kukar	P	Ab	P	P		
Tessa Lindfield	P	Ap	P	P		
Councillor Nazir	P	P	Ap	Ap		
Dr Jim O'Donnell	P	P	P	Ap		
*Lloyd Palmer	Ap	Ap				
Councillor Pantelic	P	P	P	P		
Colin Pill	P	Ap	P	Ap		
Aaryaman Walia	P	P	Ap	P		
Alan Sinclair	Ab	P	P	P		
Josie Wragg	Ab	P	P	Ap		
David Radbourne	Ab	Ap	Ab			
*****Frimley Health NHS Foundation Trust Representative (Neil Dardis/ Daryl Gasson)				P		

P = Present

Sub = Substitute sent

Ap = Apologies given

Ab = Absent, no apologies given

*Lloyd Palmer no longer a member of the Board from 13th November 2019

**Dough Buchanan appointed to the Board, in place of Lloyd Palmer, from 13th November 2019

***David Radbourne no longer a member of the Board from 23rd January 2020

****Supt Grahame no longer a member of the Board from 23rd January 2020

***** Frimley Health NHS Foundation Trust Representative from 23rd January 2020

*****Lucy Bowman appointed to the Board as a Local Business Representative, from 24th March 2020