

Date of issue: Tuesday, 6 July 2021

MEETING:

SLOUGH WELLBEING BOARD

Councillor Pantelic, Lead Member for Health and Wellbeing
Dr Jim O'Donnell, East Berkshire Clinical Commissioning Group,
Slough Locality
Adrian Davies, Partnership Manager, Department for Work and
Pensions
Neil Dardis, Frimley Health NHS Foundation Trust
Representative
Tracey Faraday-Drake, Executive Place Managing Director
Chris Holland, Royal Berkshire Fire and Rescue Service
Eleni Ioannides (Interim Executive Director for Children/Slough
Children First Trust Chief Executive)
Ramesh Kukar, Slough CVS
Stuart Lines, Director of Public Health
Councillor Akram, Lead Member for Leisure, Culture &
Communities
Vacant Position, Healthwatch Representative
Alan Sinclair, Executive Director People (Adults)
Aaryaman Walia, Slough Youth Parliament Representative
Superintendent Wong, Thames Valley Police
Josie Wragg, Chief Executive, Slough Borough Council

DATE AND TIME:

WEDNESDAY, 14TH JULY, 2021 AT 5.00 PM

VENUE:

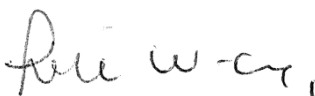
COUNCIL CHAMBER - OBSERVATORY HOUSE, 25
WINDSOR ROAD, SL1 2EL

**DEMOCRATIC
SERVICES OFFICER:
(for all enquiries)**

MANIZE TALUKDAR
07871 982 919

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

PART I

Apologies for absence.

CONSTITUTIONAL MATTERS

1. Declarations of Interest

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.

2. Election of Chair

To elect a Chair for the 2021-22 municipal year from amongst the voting members of the Board.

3. Election of Vice Chair

To elect a Vice Chair for the 2021-22 municipal year from amongst the voting members of the Board.

4. Minutes of the last meeting held on 24 March 2021 1 - 4

ITEMS FOR ACTION / DISCUSSION

5. Slough 2040 Vision 5 - 10

6. Slough Recovery Strategy 11 - 30

7. Update - Priority Two, Integration. Health and Social Care Partnership Board 31 - 70

8. Update - Priority Three, Strong, Healthy and Attractive Neighbourhoods Task and Finish Group 71 - 76

FORWARD PLANNING

9. Forward Work Programme 77 - 82

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ITEM

REPORT TITLE

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ITEMS FOR INFORMATION

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| 10. | Update - ICS and Place | Verbal Report |
| 11. | Slough Wellbeing Board Annual Report - 2020/21 | 83 - 96 |
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| 13. | Date of Next Meeting | |
- Date of Next Meeting – 29 September 2021

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.

Covid-19: To accommodate social distancing there is significantly restricted capacity of the Council Chamber and places for the public are very limited. We would encourage those wishing to observe the meeting to view the live stream. Any members of the public who do wish to attend in person should be encouraged.

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Slough Wellbeing Board – Meeting held on Wednesday, 24th March, 2021.

Present:- Councillors Pantelic (Chair) and Nazir. Adrian Davies, Tracey Faraday-Drake, Eleni Ioannides, Ramesh Kukar, Tessa Lindfield (from 5.19pm), Alan Sinclair, Julie West (deputising for Neil Dardis), Supt Wong and Josie Wragg

Apologies for Absence:- Dr Jim O'Donnell, Neil Dardis and Chris Holland

PART 1

40. Declarations of Interest

No declarations were made.

41. Membership Update

The Board noted with great sadness that Colin Pill of Slough Healthwatch had recently passed away. The Chair paid tribute to Mr Pill and recognised his contribution to the Board, of which he had been a founding member, and more widely for his achievements in giving local people a strong voice in shaping local health and wellbeing services. A minutes silence was observed at the beginning of the meeting.

It was noted that there had been a change in representation on the Board from the Department for Work & Pensions. Adrian Davies, Partnership Manager, had succeeded Lucy Bowman. Mr Davies was welcomed to the Board.

Resolved – That the membership update be noted.

42. Minutes of the last meeting held on 12th January 2021

In relation to matters discussed at the last meeting on 12th January 2021 the Board noted that:

- Representation from the Thames Valley Chamber of Commerce on the Workplace Health Task and Finish Group had not yet confirmed.
- The bid for Health Foundation Grant funding to improve workplace health had been submitted. There was strong competition for this funding and a decision was expected within the next week. The Board would be informed of the outcome.

Resolved – That the minutes of the meeting held on 12th January 2021 be approved as a correct record.

43. Safeguarding Partnership Annual Report 2019-2020

The Independent Scrutineer of the Safeguarding Partnership, David Peplow, and the Safeguarding Partnership Manager, Betty Lynch, summarised the Slough Safeguarding Partnership Annual Report for 2019/20.

The report was an account of the effectiveness of the Slough Safeguarding Partnership for the year to the end of March 2020. The report had been delayed to Covid-19 and was therefore a retrospective assessment of the position at that time. Work was well underway in preparing the annual report to March 2021 and this would come to the Board later in the year. The previous Local Safeguarding Children Board had transitioned into the partnership halfway through the reporting year bringing adults and children's safeguarding under a single structure. The first year of the combined partnership had included strengthening the leadership and governance arrangements and there had been a focus on improving practice and the creation of a multi-agency quality assurance programme. Covid-19 had had a significant impact towards the end of the reporting period and into 2020/21. These issues would be reflected in the next annual report.

Members asked a number of questions about specific aspects of the report, including the reported increase in Modern Slavery from 1% to 3.5% in the year. It was responded that the Safer Slough Partnership had led a major awareness raising campaign on Modern Slavery in 2019/20 and this had led to an increase in referrals and more support provided. The increased understanding and reporting of Modern Slavery would help to partners tackle this important issue more effectively in the future. In relation to the reported increase in self-neglect it was noted that there hadn't been a significant increase in individuals presenting at hospitals but there had been a significant increase in the demand for mental health services. The approach being taken was on prevention and to try to help people at an earlier stage.

(Tessa Lindfield joined the meeting)

There was a discussion about self harm and abuse in Slough's south Asian communities. It was agreed to include more ethnicity data in next years report. The Safeguarding Leaders Group were due to consider the 2020/21 annual report at its meeting in July and would therefore come to the Slough Wellbeing Board in the Autumn. Priorities for the next year were raised including the recording of misogyny, hate crime and safety for women more generally in the wake of the murder of Sarah Everard in London. These issues would be taken forward by the Safer Slough Partnership and the Board agreed the importance of ensuring the voice of women needed to be heard as part of the engagement process.

At the conclusion of the discussion the report was noted.

Resolved – That the Slough Safeguarding Partnership Annual Report for 2019/20 be noted.

44. **Children & Young People's Partnership Board - March 2021 Update**

The Board received an update on the work of the Children and Young People's Partnership Board (CYPB)

The CYBP had been reinvigorated and aimed to improve the experiences of children and young people in receipt of services. A new multi-agency Children and Young People's Partnership Plan was being developed. The CYPB had had a positive meeting in February and it had been agreed to establish three workstreams to focus on which were a Data Group, Engagement Voice Group and a Mapping Group. The initial priorities for each group was set out and it was highlighted that this work would be informed by learning from other areas and partnerships. Overall, it was considered that good progress had been made and a clear path had been set to move the partnership forward in a positive way.

The Board welcomed the update and progress being made. The Starting Well Dashboard set out in the appendix to the report was discussed. It included high level indicators on early years attainment, childhood obesity, immunisation rates and oral health. In each case the data showed the challenges facing Slough as the indicators were worse than South East and national averages in each case over a sustained period. The Chair highlighted the work done on oral health in the past two years and commented that bringing together key partners in a focused and action orientated way to address such an issue could be model for future action.

At the conclusion of the discussion the Board were supportive of the work undertaken to strengthen the CYPB and looked forward to future engagement and progress.

Resolved – That the work to strengthen the Children and Young People's Partnership Board and develop a new partnership plan be noted.

45. **Health & Social Care Partnership Board: Integration (Priority Two) - March 2021 Update**

The Council's Executive Director of People (Adults) introduced a report that updated on the work of the Health & Social Care Partnership Board to deliver on Wellbeing Strategy Priority Two – Integration.

It was reported that work was ongoing on a new Health & Care Plan which would shape the work between partners to deliver greater health and social care integration. The plan would focus on themes including post-Covid recovery and restoration, locality plans, integrated community health for mental health, frailty pathways, learning disabilities support and maternity hubs. The partnership had also been discussing a range of other issues such as reviewing the Winter Plan, managing the Better Care Fund and developing a partnership approach to the problem of hoarding. The draft integration dashboard would included as an appendix to the report and further work would be undertaken to complete and refine it.

The Board discussed the work on the new plan and particularly welcomed the significant engagement from partners to ensure it was genuinely a shared plan rather than a composite of individual partners strategies. The Government was expected to take through legislation which would put integrated care systems on a legal footing. It was suggested that a report on the implications of the legislation come to a future meeting of the Board.

At the conclusion of the discussion the report was noted.

Resolved – That the report be noted.

46. Slough Wellbeing Board Work Programme 2020-21

The Chair invited partners to suggest items to be added to the work programme for the new municipal year. The Board agreed that integrated care and the ICS would be key priorities for the coming year and it was agreed to receive an update on the ICS and role of place at a future meeting.

Resolved – That the work programme for the meeting in May 2021 be noted.

47. Attendance Report

Resolved – That details of the Attendance Report be noted.

48. Date of Next Meeting

The date of the next meeting was confirmed as 12th May 2021 at 5pm.

Chair

(Note: The Meeting opened at 5.00 pm and closed at 5.54 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board

DATE: 14th July 2021

CONTACT OFFICER: Ellie Gaddes, Principal Strategy and Policy Officer

(For all Enquiries) (01753) 875657

WARDS: All

PART I
FOR COMMENT AND CONSIDERATION

SLOUGH 2040 VISION

1. **Purpose of Report**

To present the Slough 2040 Vision to the Slough Wellbeing Board.

2. **Recommendations/Proposed Action**

The Board is requested to note the report.

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

3.1 The Slough 2040 Vision is a partnership vision which was created by some of the organisations which serve the people of Slough. It sets out our shared ambitions for the future of Slough.

3.2 The Slough 2040 Vision has been endorsed by several of the organisations which sit on the Wellbeing Board, including Slough Borough Council, Thames Valley Police, Slough CVS, Frimley Health NHS Foundation Trust, and the Frimley Collaborative CCG.

3.3 The 2040 Vision sits alongside key partnership strategies in Slough, including the Slough Wellbeing Strategy. The Slough 2040 Vision is designed to work alongside the Wellbeing Strategy, and the ambitions outlined in the Vision support the delivery of the four priority areas outlined in the Slough Wellbeing Strategy 2020-2025:

- Starting Well
- Integration
- Strong, healthy and attractive neighbourhoods
- Workplace Health

3.4 The priorities in the Wellbeing Strategy are informed by evidence of need contained in the Joint Strategic Needs Assessment. Therefore, work to address these priorities is built upon the evidence outlined in the JSNA.

3.5 The Slough 2040 Vision also works alongside the Council's Five Year Plan. When the plan was refreshed in 2021, it was ensured that the 5 Year Plan was aligned to the emerging Slough 2040 Vision. The ambitions outlined in the strategy support the delivery of 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 – none.
- (b) Risk Management – none.
- (c) Human Rights Act and Other Legal Implications - There are no direct legal implications.
- (d) Equalities Impact Assessment - There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report.

5. **Supporting Information**

5.1 The Slough 2040 Vision is a partnership vision which was created by some of the organisations which serve the people of Slough. It sets out our shared ambitions for the future of Slough.

5.2 The Vision was created by engaging with the people of Slough, and asking them what they would like Slough to be like in the future for the people who live and work here. A 3 month period of engagement was run during the summer of 2020. During this time, we spoke to:

- Residents
- Businesses
- Elected councillors
- Council Officers
- Partner organisations

We used a variety of different methods to engage with these stakeholders, including:

- Breakout groups at the Slough 2040 Vision Conference, July 2020.

- Survey distributed to Slough residents.
- Interviews with key individuals, including the leader of the council.
- Participatory mapping workshops conducted with councillors, partners and resident groups.

5.3 Once data had been collected through this period of engagement, this data was analysed. Thematic analysis was used to determine what themes were discussed by participants, and how often each theme was discussed. 64 themes were identified in total. The 10 themes discussed most frequently by residents were:

1. Safety
2. Green spaces
3. Good education for young people
4. Shops/good retail offer
5. Modern/attractive town centre
6. Public Transport system
7. Parking/Car friendly town
8. Fitness Facilities/Active Town
9. Clean
10. Good Health Services.

5.4 The 64 themes were groups into eight topics. These eight topics form the basis of the 8 sections of the Slough 2040 Vision:

1. Slough will have a vibrant town centre, brimming with diverse and exciting culture.
2. Slough will have attractive, green neighbourhoods, which bring people together.
3. Slough will be a globally connected town, with a transport system which prioritises public and active transport.
4. Slough will be a carbon-neutral and sustainable town.
5. Slough will have a strong, globally renowned economy, which supports its people to prosper and live well.
6. Slough will be a place of lifelong learning and aspiration for all.
7. Slough will be a healthy town, where people are supported to live empowered lives.
8. Slough will have a strong, diverse community where differences are celebrated and everyone feels safe.

5.5 The Vision also contains a central vision statement, which sets out our overarching vision for the future of Slough:

- Slough will be a vibrant, thriving and innovative town, where people are supported to live happy and fulfilled lives. People will feel safe and valued in their local communities, and proud to call Slough home.

5.6 The Slough 2040 Vision has been endorsed by several of the organisations working in partnership in Slough, including:

- Slough Borough Council
- Thames Valley Chamber of Commerce
- Frimley Collaborative CCG
- Frimley Health NHS Foundation Trust
- Berkshire Local Enterprise Partnership
- Slough Council for Voluntary Services
- Thames Valley Police
- Windsor Forest Colleges Group

5.7 The Vision was launched in March 2021. A version of the Slough 2040 Vision can be found as an appendix to this report.

6. **Comments of other Committees**

None.

7. **Conclusion**

This report is intended to provide the Slough Wellbeing Board with the opportunity to view the Slough 2040 Vision.

The Board is requested to note the report.

8. **Appendices Attached**

A – Slough 2040 Vision.

9. **Background Papers**

None.

SLOUGH2040

The Slough 2040 Vision outlines our ambitions for the future of Slough.

This vision has been created by engaging with the local people of Slough - our residents, elected councillors, and the organisations that serve the people of the town. By listening to their voices, we have created a bold and ambitious shared vision of Slough's future. Over the next 20 years, we will work in partnership with the residents, public bodies, charities and businesses of Slough to transform this vision into reality.

The Slough 2040 vision outlines the shared ambitions of organisations working in partnership in this town, including:



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SLOUGH2040



Slough will have a vibrant town centre, brimming with diverse and exciting culture

By 2040, Slough's town centre will be a destination of choice - a place where people come from afar to enjoy the vibrancy and diversity of the local culture. The town centre will be an attractive and modern space, which is fully accessible to all. It will blend together retail, leisure, business and housing to create a space that is exciting, busy and thriving throughout the day. Culture will be at the heart of the town, with world-class performance spaces, street art and a museum woven into the built environment.

Town square lined with cafes and restaurants. Co-working spaces. Rooftop gardens. Amphitheatre. Museum celebrating local culture. Busking and street entertainment. An accessible built environment.

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Slough will have attractive, green neighbourhoods, which bring people together

In the future, Slough will have high-quality housing and accommodation which meets the needs of our local population. Different types of housing will exist together, with affordable housing, family housing and social care accommodation built alongside one another to create diverse neighbourhoods. All our residents will have access to attractive green spaces, including parks, allotments and children's play facilities. The neighbourhoods of Slough will feel clean, well-maintained and welcoming.

Street trees. Colourful buildings. Homes with space to work from home. Community gardens and allotments. Green gyms and skate parks. Community litter picking events.



Slough will be a globally connected town, with a transport system which prioritises public and active transport

The Slough of the future will be an internationally connected town, with strong transport links to Heathrow, London and other major cities. Locally, Slough will have a world-class public transport system which meets the needs of our residents by being well-connected, reliable and affordable. Cycling and walking infrastructure will be improved, with safe cycling and walking routes embedded throughout the town. There will be fewer cars in Slough, and the cars that remain will largely be low-emission vehicles.

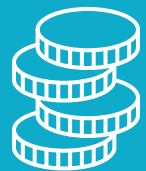
Car-free town centre. World-class public transport system. Rail link to Heathrow. Park and Ride system. A Slough payment card for all public transport. Car-free cycle paths. A town centre bike hub. Rickshaw hire for journeys within the borough.



Slough will be a carbon-neutral and sustainable town

By 2040, the town of Slough will be entirely carbon-neutral. Pioneering renewable power and energy efficiency technology will be incorporated throughout the built environment. Trees will grow across the town - both in green spaces and woven into our streetscapes. Biodiversity will be encouraged through the use of sensitive planting schemes and the creation of wildlife havens. Sustainable lifestyles will be promoted, and recycling facilities will be world-class.

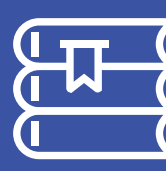
Solar panels on rooftops. Buildings designed to be water efficient. Green walls and rooftops. Bee-friendly planting scheme. Wildlife corridors and road crossings. Grass verges allowed to re-wild. Increased kerbside recycling.



Slough will have a strong, globally renowned economy, which supports its people to prosper and live well

In the future, Slough will have a global reputation as a place to do business. Slough's economy will be thriving and diverse, home to a mix of businesses and different employment types. Businesses will feel connected to the wider town, and employers in Slough will be integral to high-quality education and training schemes. Local people will be employed in good jobs - jobs that offer them fulfilment, fair wages and support their wellbeing. Poverty will be alleviated, and everyone in Slough will have the opportunity to flourish and live well.

Slough is known for its reputation for business. Small businesses and start-ups supported. Employers encouraged to support flexible working for carers. Training courses aligned with the needs of employers.



Slough will be a place of lifelong learning and aspiration for all

Slough schools and colleges will provide a high-quality and inclusive education, which encourages aspiration in our young people, and prepares them for their adult lives. Students will be able to choose between vocational and academic pathways, with technical training centres sitting alongside a world-class university presence in the town centre. Education will continue into adulthood, with training facilities offering people of all ages the chance to up-skill, retrain or receive careers advice.

Life skill lessons in schools, that cover topics such as career advice, financial skills and relationship education. Volunteer tutors to level-up disadvantaged young people. Adult training centre with childcare and a café on site.



Slough will be a healthy town, where people are supported to live empowered lives

The people of Slough will be encouraged to live healthy and active lives. Slough will have a wide range of excellent leisure facilities, including gyms, pools, and an ice rink. There will be high-quality and timely healthcare for those who need it, provided through GP surgeries, mental health services and other settings embedded in the local community. Health and social care will be integrated, and social care services in Slough will be innovative and inspiring as they support people to live empowered and independent lives.

Holistic wellbeing hub. Wellbeing. Healthier eating options in the town centre. Outdoor swimming pool. Inclusive sport leagues. More sheltered accommodation and extra-care housing. Positive billboards.



Slough will have a strong, diverse community where differences are celebrated, and everyone feels safe

In 2040, Slough will be known for its cohesive and inclusive community. Different cultures and identities will live together with tolerance and respect. Crime rates will be low, and people will feel safe and welcome in their local neighbourhoods. Communities will be involved in local decision-making, and will be empowered to manage their own needs and take ownership of their local area. There will be facilities for local community groups, and the town will have a prominent central youth centre which provides an exciting space for the young people of Slough.

Funding and affordable facilities for community groups. Service to match people to voluntary opportunities. Carnival celebrating diversity. Equality events such as Black History month recognised and marked.

These inspired ideas are all suggestions that come from our residents. These are not definite policy commitments, but instead are intended to give a taste of what the people of Slough would like to see in their town in the future.

SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board **DATE:** 14 July 2021
CONTACT OFFICER: Dean Tyler, Associate Director, Place Strategy & Infrastructure
(For all Enquiries)
WARD(S): All

PART I

FOR INFORMATION AND COMMENT

COVID RECOVERY STRATEGY

1. **Purpose of Report**

1.1 To update members of the Wellbeing Board on current progress to continue to develop actions for Covid Recovery including liaising with key partnerships to feed activities into a borough-wide Recovery Strategy.

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

2.1 The Wellbeing Board is requested to note the report and presentation and contribute to the development of the Recovery Strategy to reflect the work of the Board.

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

3.1 While Coronavirus has clearly impacted on the delivery of priorities in the Wellbeing Strategy and Five Year Plan, the response to the crisis has demonstrated the importance of the strength of community and partnership working.

4. **Other Implications**

- (a) **Financial** – There are no financial implications associated with the proposed actions, beyond Coronavirus itself.
- (b) **Risk Management** – There are no identified risks to the proposed actions in this report.
- (c) **Human Rights Act and Other Legal Implications** - There are no Human Rights Act implications associated with the proposed actions.
- (d) **Equalities Impact Assessment** - There is no requirement to complete an Equalities Impact Assessment in relation to this report.

5. **Supporting Information**

5.1 The impact of the Covid pandemic has required a response at the global, national and local levels. In Slough, the pandemic has had a severe impact on

both the health and economy of Slough. Over a year into the outbreak, nearly 16,000 Slough residents had contracted the virus, and over 340 people from Slough had died with COVID-19 (May 2021). Covid has not gone away and, at the time of writing, cases are rising, driven by the Delta variant, and Slough is preparing for surge testing.

5.2 The pandemic has also impacted people's mental health and wellbeing, with people across the country reporting higher levels of stress and anxiety. The economy of Slough has also suffered, with unemployment rates rising across the town as the pandemic has progressed.

5.3 Slough's Covid recovery will be led through a partnership approach. The Recovery Strategy has three pillars:

- 1) Economy and skills;
- 2) Health and wellbeing; and
- 3) Children, young people and education.

5.4 The Strategy will have three broad phases of planning for recovery:

- A **response**/reopening phase, supporting the safe restarting of activity as restrictions are lifted, whilst continuing to respond to the immediate demands of the pandemic.
- A **recovery** phase, building confidence in the local economy, supporting businesses and employees/workers as government support is withdrawn.
- A **renewal** phase where activities and policies to support long term plans are put in place to deliver sustainable improvements in social, economic and environmental outcomes.

5.5 Coming out of crises can be a good opportunity to refocus priorities, reflecting on the impact of the crisis and resetting policy goals accordingly. Key priorities will include tackling inequalities, pursuing a greener economy, building resilience, and promoting digital solutions.

5.6 While it is recognised that a lot of Wellbeing activity is still focused on the Response phase through necessity, this report is intended to provide colleagues with an opportunity to contribute to the Recovery Strategy.

6. Comments of Other Committees

6.1 The Children and Young People's Partnership reviewed these slides in May and endorsed the approach, whilst emphasising the need to keep inclusivity at the forefront. We will be working with the Regeneration Economy and Skills Board to identify activity around the economy and skills as a key enabler of Recovery.

7. **Conclusion**

7.1 An updated Recovery Strategy and Recovery Road Map with recommendations will be brought to the Slough Leaders Group in Autumn 2021, informed by the aims of the Slough 2040 Vision, the Inclusive Growth Strategy and up to date community and business engagement and data. The group's role will be to:

- Confirm or amend the Recovery Strategy, Road Map and vision;
- Identify the major challenges or areas of weakness facing the borough in meeting that vision;
- Include standing challenges and those arising from Covid;
- Identify emerging issues or opportunities in achieving the vision that would benefit from a collaborative approach;
- Work together, and with other partners across the borough, to make recommendations for solutions to those challenges.

8. **Appendices Attached**

Appendix A - Presentation slides

9. **Background Papers**

None

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Slough Covid Recovery Strategy

Slough Wellbeing Board

14 July 2020

- ✓ Harnessing the energy of partnership work through the crisis
- ✓ Driven by the ambition of Slough 2040
- ✓ Reset, focus and harness economic and skills initiatives to tackle inequalities

Renewal

Response

Recovery

THE SLOUGH COVID RECOVERY STRATEGY

The Covid Recovery Strategy will help the town deliver on its 2040 Vision and ambitions through a reset of how we drive forward the ambition of Slough 2040

- Economic and Skills
- Health and Well-Being
- Children, Young People, Education



SLOUGH2040

The Slough 2040 Vision outlines our ambitions for the future of Slough.

This vision has been created by engaging with the local people of Slough - our residents, elected councillors, and the organisations that serve the people of the town. By listening to their voices, we have created a bold and ambitious shared vision of Slough's future. Over the next 20 years, we will work in partnership with the residents, public bodies, charities and businesses of Slough to transform this vision into reality.

The Slough 2040 vision outlines the shared ambitions of organisations working in partnership in this town, including:



FRAMEWORK FOR COVID RECOVERY

Three pillars of Economy & Skills; Health & Well Being and Education & Young People

However, the Covid Recovery Strategy does not duplicate work and plans already in place

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The Strategy Framework recognises and links together the three pillars

The Strategy Framework also recognises the changes and uncertainties caused by the pandemic

The framework then uses economic and skills initiatives to 'break into' the health/wealth virtuous circle and reset, focus and harness economic and skills initiatives to tackle inequalities

FRAMEWORK FOR COVID RECOVERY

SLOUGH 2040 VISION **Supported by Three Pillars**

BUSINESS AND SKILLS RECOVERY

Delivering the Inclusive
Growth Strategy

Delivered through and
governed by the
Regeneration, Employment
and Skills Board

HEALTH & WELL BEING RECOVERY

Delivering the Health & Well
Being Strategy

Delivered through and
governed by the Health &
Well Being Board

CHILDREN, YOUNG PEOPLE AND EDUCATION RECOVERY

Delivering the education
and welfare recovery

Delivered through and
governed by the Children
and Young People's Board

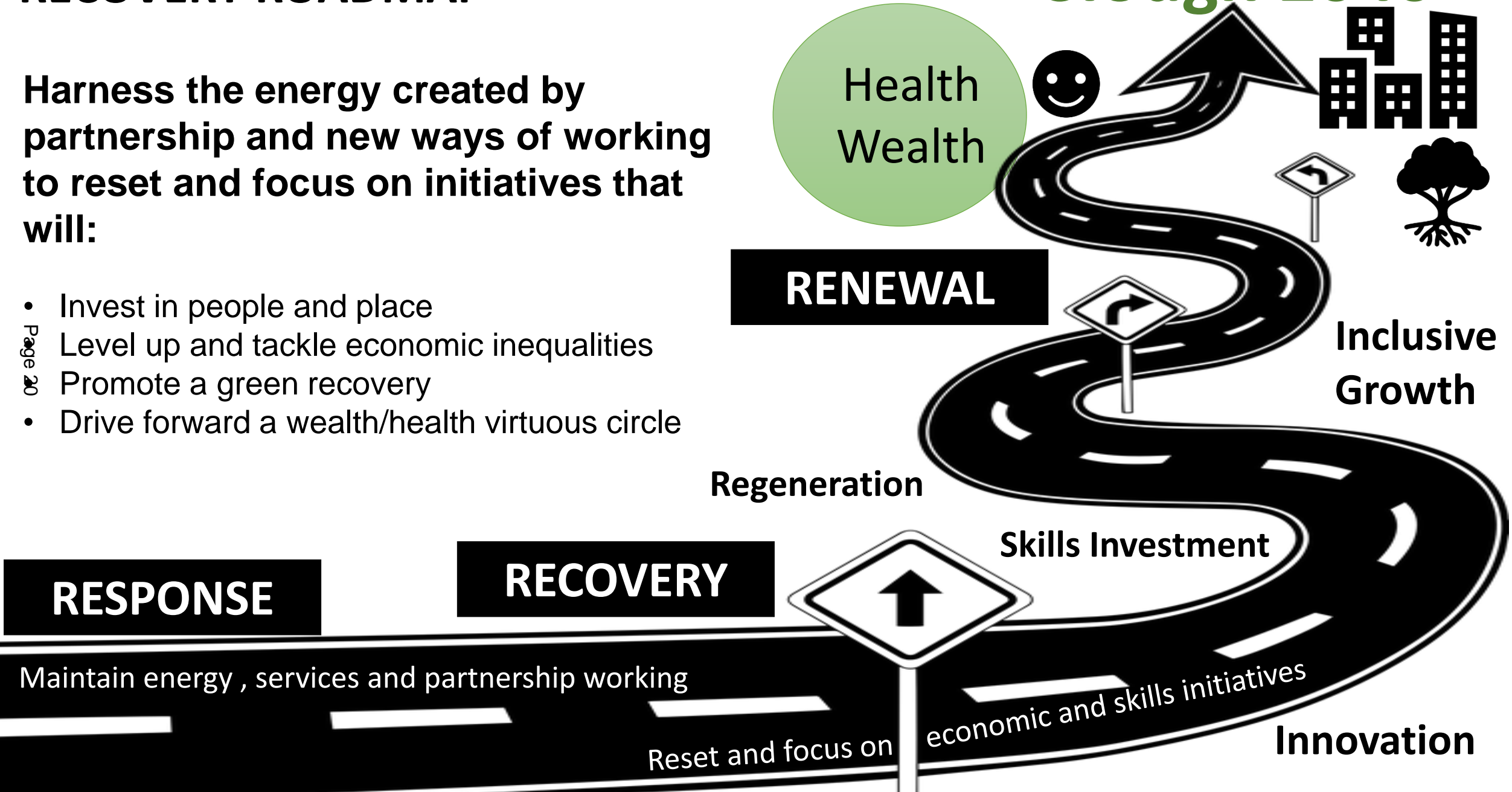
RECOVERY ROADMAP

Harness the energy created by partnership and new ways of working to reset and focus on initiatives that will:

- Invest in people and place
- Level up and tackle economic inequalities
- Promote a green recovery
- Drive forward a wealth/health virtuous circle

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Slough 2040



- ✓ Understanding that wealth leads to health, and health leads to wealth
- ✓ Reset, focus and harness economic and skills initiatives to tackle inequalities
- ✓ An immediate focus on what can commence in the short term (0-2 year timescale) as well as setting out longer term economic opportunities
- ✓ Focus on what we can do additionally and differently and together

THE COVID ECONOMIC AND SKILLS RECOVERY PLAN

Follow the Slough 2040 Vision
Use the evidence and plans in the
Inclusive Growth Strategy as a key
cross-cutting principle



- ✓ Place development, regeneration and investment
- ✓ Green recovery
- ✓ Supporting people and businesses, and helping people find training and work

Response

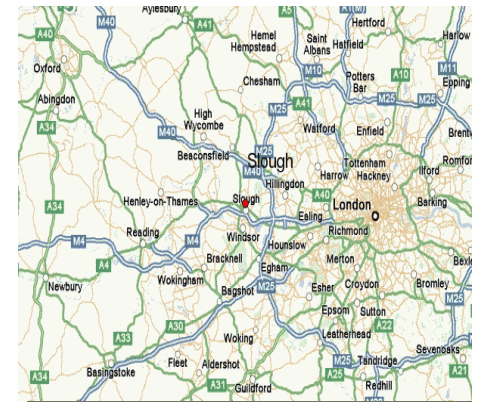
Recovery

Renewal

Slough 2040

Slough will be a vibrant, thriving town, where people are supported to live happy, fulfilled lives. People will feel safe and valued in their local communities, and proud to call Slough home.

Our starting point for recovery is based on the council's distinct role in place leadership, and the ambitions set out in the 2040 Vision and Inclusive Growth Strategy



TO DO

- ✓ Keep staff and people safe
- ✓ Be flexible in working arrangements
- ✓ Keep services running
- ✓ Implement emergency initiatives
- ✓ Work in partnership

Page 23

RESPONSE

During this emergency, the Council is the cornerstone of essential services and the lynchpin for partnership working

Aspects of Response may continue through the life of this plan

TO DO

✓ Phased return to work and phased reopening of community buildings.

✓ Maintain pace of key regeneration projects

✓ Focus on what we can do additionally, differently and together with partners

*Our
Futures
Operating
Model*

RECOVERY

The Council will maintain momentum from positive trends emerging from the initial response

*One
Council*

One Slough

Building the strength and resilience of our communities, based on the positive response to the crisis



FEEDBACK FROM PARTNERS AND KEY SERVICES



Ensuring that the public health risks are managed as a pre-condition for recovery, as well as ensuring public confidence in the safety of the borough.



The rapid and possibly permanent damage to the town centre due to mass home-working, absence of cultural and other leisure activities, and the digitisation of retail and socialising.



The exacerbation of the digital divide and other inequalities during and after the crisis, and the need to address these in recovery.

FEEDBACK FROM PARTNERS AND KEY SERVICES



The need to engage widely with diverse groups and stakeholders across the borough and the opportunity that technology can bring if deployed correctly.



The use of existing assets such as The Curve, and the reach of the key organisations in the borough, as well as the opportunity to build on strong local sectors, such as the data warehousing sector.



The need to ensure sustainable transport into the borough as well as within boundaries.

FEEDBACK FROM PARTNERS AND KEY SERVICES



The on-going impact of Heathrow downturn



The need to refresh our understanding of the data so we ensure our narrative of Slough post-pandemic is the right one



Next steps- A RES Working Group over the Summer to refresh the data and formulate the action plan.

TO DO

- ✓ Reset and focus on economic and skills priorities including in the **Inclusive Growth Strategy** as a lever for tackling inequalities
- ✓ An immediate focus on the short term as well as setting out longer term economic opportunities
- ✓ Align activity around 'big ticket' items
- ✓ Engage and strengthen networks and partnerships

RENEWAL

The Council will deliver on the ambitions of a strong, globally renowned economy set out in the Slough 2040 Vision

- Invest in people and place
- Level up and tackle economic inequalities
- Promote a green recovery
- Drive forward a wealth/health virtuous circle



The Group will be implemented through Summer 2021 to establish an up-to-date, shared understanding of the fast-moving changes in the Slough economy, share insight and 'stress test' the Inclusive Growth Strategy

The Group would make recommendations to the Slough Leader's Group and would give updates to key networks such as the Slough Chamber of Commerce and other partners.


NEXT STEPS

In many respects, future economic strategies are subject to the most turbulence and uncertainty because of the effects of the pandemic. This is also the case in Slough.

- Set up a new, time-limited Economic Recovery Road Map Working Group



Feedback to inform the Recovery Strategy

- What would you like to be included in the Recovery Strategy?
 - To what extent has the pandemic accelerated pre-existing trends?
 - How have different communities been affected?
 - What are the **key actions** for Health and Well Being?
- 

SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board

DATE: 14th July 2021

CONTACT OFFICER: Alan Sinclair, Executive Director People (Adults)
Tracey Faraday-Drake, Executive Place Managing Director (Slough)

(For all Enquiries) (01753) 875752

WARDS: All

PART I
FOR COMMENT AND CONSIDERATION

HEALTH AND SOCIAL CARE PARTNERSHIP BOARD: INTEGRATION
(PRIORITY TWO) – JULY 2021 UPDATE

1. **Purpose of Report**

To provide the Slough Wellbeing Board with an update on the work of the Health and Social Care Partnership Board to deliver the second priority of the Slough Wellbeing Strategy – Integration.

2. **Recommendations/Proposed Action**

That the Board review the work of the Health and Social Care Partnership Board to deliver the second priority of the Slough Wellbeing Strategy – Integration.

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

3.1 The work of the Slough Wellbeing Board aims to address the four priority areas outlined in the Slough Wellbeing Strategy 2020-2025:

- Starting Well
- Integration
- Strong, healthy and attractive neighbourhoods
- Workplace Health

3.2 In particular, the work of the Health and Social Care Partnership Board aims to address Priority Two: Integration.

3.3 The priorities in the Wellbeing Strategy are informed by evidence of need contained in the Joint Strategic Needs Assessment. Therefore, the work led by the Health and Social Care Partnership Board to deliver Priority Two is built upon the evidence outlined in the JSNA.

- 3.4 The work of the Slough Wellbeing Board also 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.
- 3.4 In particular, the work of the Health and Social Care Partnership Board aims to address Priority One and Priority Two.

4. **Other Implications**

(a) Financial

There are no financial implications of proposed action.

(b) Risk Management

There are no risk management implications of proposed action.

(c) Human Rights Act and other Legal Implications

There are no Human Rights Act implications arising from this report.

(d) Equalities Impact Assessment

There are no equalities implications arising from this report.

5. **Supporting Information**

- 5.1 The Health and Social Care Partnership Board (HSCPB) was set up to provide oversight, strategic direction and co-ordinate commissioning intentions for the integration of health and social care services within Slough.
- 5.2 When the Slough Wellbeing Strategy was refreshed in summer 2020, the HSCPB was tasked with delivering the second priority of the strategy – Integration.
- 5.3 The HSCPB last provided an update to the Wellbeing Board at the meeting on the 24th March 2021. This report provides information on activities and projects which have taken place since this time.
- 5.4 Over the last year, the HSCPB has been holding meetings every two weeks. These regular meetings allowed the Board to respond quickly to key

developments in the COVID-19 pandemic. However, as the response to the pandemic has become more settled over time, the need for meetings every two weeks has diminished. In March of this year, the HSCPb returned to meeting once a month.

5.5 In these meetings, the board receives reports and updates which relate both to COVID-19, and to other wider projects. In particular, the HSCPb has recently received updates on:

- The BAME COVID-19 project – Clinical Management stream.
- The BAME COVID-19 project – Community Awareness and Engagement stream.
- The BAME COVID-19 project – Improving Information
- Proposal to develop the Slough Health Inequalities Group from the BAME project
- The Safe Haven Project
- Community Beds at Upton Hospital
- The Slough 2040 Vision
- The ASC Transformation Project
- The Slough Public Health Team Structure

5.6 Many of these reports involve working closely with members of the Slough Place Based Committee, run by the Frimley Collaborative CCG. A substantial number of reports are delivered to both the Slough Place Based Committee and the HSCPb. In order to reduce duplication, improve efficiencies and increase partnership working, the HSCPb and the Slough Place Based Committee are currently exploring how they could work more closely together.

5.7 It is proposed that the Health and Social Care Partnership Board and the Slough Place Based Committee will work collaboratively by conducting their meetings at the same time. This will allow the two groups to transact their business together, while still remaining two separate boards. The HSCPb will retain their own terms of reference and membership, but be able to work more effectively with colleagues from the Slough Place Based Committee.

5.8 The Terms of Reference of the HSCPb have been updated in line with these proposed changes. A draft version of the proposed Terms of Reference of the HSCPb can be found in Appendix A.

5.9 In addition to this work, the HSCPb has also been working to develop a Health and Care Plan. This plan will seek to provide the detail of how the HSCPb board and the partner organisations that make up the board can deliver greater Integration between health and social care in Slough. This plan will steer the work of the HSCPb, and its member organisations, to deliver Priority Two: Integration, of the Slough Wellbeing Strategy.

5.10 This work is being supported by GateOne, the transformation consultancy firm currently employed to lead the OurFutures Transformation programme at Slough Borough Council.

5.11 The plan is focused on integration and partnership working across health and social care in Slough. The plan focuses on the following priority areas:

- Better access to care
- Improved outcomes for mental health
- Responding to changing demands and needs post COVID-19
- More Integrated and Pre-emptive service offers
- Improved outcomes for frailty
- Use of locality based models

5.12 A draft version of this plan can be found in Appendix B.

6. **Conclusion**

This report is intended to provide the Slough Wellbeing Board with an update of the work of the HSCPb to deliver Priority Two: Integration.

7. **Appendices Attached**

A – Draft Terms of Reference of the HSCPb.

B – Draft Health and Care Plan

8. **Background Papers**

None.

Health & Social Care Partnership Board

Terms of Reference

1. Purpose

The purpose of the Health and Social Care Partnership Board is to provide oversight and strategic direction for the integration of health and social care services within Slough.

The Health and Social Care Partnership Board reports to the Slough Wellbeing Board and takes responsibility for delivering priorities of the Wellbeing Strategy that are related to the Integration of Health and Care for the benefit of Slough residents. The Health and Social Care Partnership Board also works closely with the Frimley CCG, and is able to hold meetings with the Slough Place Based Committee and through bringing these two important meetings together we will

- strengthen the place approach for all Slough health and care partners
- to enable us to jointly oversee the delivery of our shared integration priorities through our Health and Care Plan
- to create a stronger connection with the Health and Wellbeing Board deepening the connections between CCG, PCN and member colleagues in the local authority
- make best use of stakeholder's time
- to help strengthen the relationships between primary care and the local authority
- to avoid duplication of time and effort

2. Responsibility

The Health and Social Care Partnership Board 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) Deliver Priority Two – 'Integration' of the Slough Wellbeing Strategy 2020-2025 on behalf of the Slough Wellbeing Board.

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 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.
 - Supplying information to the Wellbeing Board for their annual report, in order that the partnership is publicly accountable for delivery of these actions.
- c. 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. Partnership Working

The Health and Social Care Partnership Board will coordinate partnership working to minimise duplication, and maximise the cost effectiveness of services, by:

- Working closely with related boards and committees, including the Slough Wellbeing Board and the Slough Place Based Committee.
- Reporting regularly to the Slough Wellbeing Board.
- 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.

The Health and Care Partnership Board and the Place Based Committee will work collaboratively and conduct their meetings at the same time. The Health and Social Care Partnership Board retains its own delegation, Terms of Reference and membership, but is able to transact business with the Place Based Committee. The Slough Place Based Committee is able to conduct any confidential business related to its own statutory delegated responsibilities separately in a 'Part B' meeting. The Terms of Reference for the Slough Place Based Committee are set out in Appendix B.

A summary of the minutes from the meeting will be shared with both the Slough Health and Wellbeing Board and the Governing Body of the Frimley CCG to support oversight and transparency

5. Membership

- 5.1 Members will be required to represent their organisation with sufficient seniority and influence for decision making.
- 5.2 Membership of the partnership board will consist of the following core (voting) members:
- Alan Sinclair – Executive Director People (Adults) (Slough Borough Council) (co – chair)
 - Tracey Faraday Drake – Executive Managing Director Slough Place (Frimley CCG) (co-chair)
 - Danny Bailey – Interim Director of Strategy (Frimley Health NHS Foundation Trust)
 - Suzanne Foley – Association Director for Public Health (Slough Borough Council)
 - Chair of Health and Wellbeing Board (SBC)
 - Chair of People Scrutiny Committee (SBC)

- Dr Jim O'Donnell – Clinical Leader (Frimley CCG)
- Arthur Ferry – Lay Member for the Slough Place (Frimley CCG)
- Slough Finance Lead
- Debbie Fraser Deputy CFO (Frimley CCG)
- Ramesh Kukar – Chief Executive (Slough CVS)
- Susanna Yeoman – Deputy Regional Director (East Berkshire Healthcare Foundation Trust)

The following people will also be invited to attend the Partnership Board

- Marc Gadsby – Associate Director ASC Operations (Slough Borough Council)
- Jayne Reynolds - Regional Director Director (East Berkshire Healthcare Foundation Trust)
- Mike Wooldridge – Better Care Programme Manager (Frimley CCG)
- Nadia Barakat – Associate Director, Mental Health (East Berkshire Healthcare Foundation Trust)
- Sangeeta Saran – Director of Operations (Frimley CCG)
- Seb Byrne – Head of Mental Health Services (East Berkshire Healthcare Foundation Trust)
- Jane Senior – Associate Director People Strategy and Commissioning (Slough Borough Council)
- Representatives from the Adult Social Care Co-Production Network
- Representatives from Slough Healthwatch
- Dr Nitha Nanda – PCN Director Slough
- Dr Bharan Kumar - PCN Director Slough
- Dr Asif Ali - PCN Director Slough
- Dr Raj Bharagava - PCN Director Slough

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

5.4 Membership of the partnership will be reviewed annually.

6. Members' 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.
- 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.

7. Resignations

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

8. 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.
- Is otherwise unable, unfit or unwilling to carry out the member's functions.

9. 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.

10. Chairing the meetings

10.1 The partnership shall be Co Chaired by Slough Borough Council's Executive Director for People (Adults) and the Executive Managing Director Slough Place.

10.2 The Chair of the partnership shall alternate at each meeting, with an equal number of meetings chaired by Slough Borough Council's Executive Director for People (Adults) and the Executive Managing Director Slough Place.

11. Meetings

11.1 The partnership shall schedule meetings at least 10 times a year with other meetings as necessary.

11.2 The dates of these meetings shall be agreed by the partnership at the first meeting of the new calendar year.

11.3 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.

11.4 The dates of meetings will only be changed in exceptional circumstances.

- 11.5 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
- 11.6 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.
- 11.7 Any member with an interest in an item under discussion shall be expected to declare their interest at the start of the meeting.
- 11.8 The partnership shall also hold ad-hoc meetings, workshops and development sessions throughout the calendar year as and where appropriate

12. 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.

13. Decisions

- 13.1 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
- 13.2 Decisions relating to the **Better Care Fund** would require the presence of the following members:
- Alan Sinclair – Executive Director People (Adults) (Slough Borough Council) (co – chair)
 - Tracey Faraday Drake – Executive Managing Director Slough Place (Frimley CCG) (co-chair)
 - SBC Finance Lead
 - Debbie Fraser Deputy CFO (Frimley CCG)

14. Quorum

- 14.1 Meetings will be deemed quorate if at least five core members of the partnership are present and must include one of the Co-Chairs. In no case shall the quorum for the partnership be less than five.
- 14.2 If the number of members increases or decreases this will need to be reviewed.
- 14.3 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.
- 14.4 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.

15. Sub-Groups

- 15.1 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 will

be determined by the Partnership.

16. Administration

- 16.1 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.
- 16.2 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. The council will also be responsible for the minutes of the meeting (including special meetings) and their subsequent circulation.
- 16.3 Attendance at meetings and access to the minutes will be restricted to members of the partnership. However, summaries of activity undertaken by the board will regularly be provided to the Slough Wellbeing Board.
- 16.4 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.

17. Dissolution

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

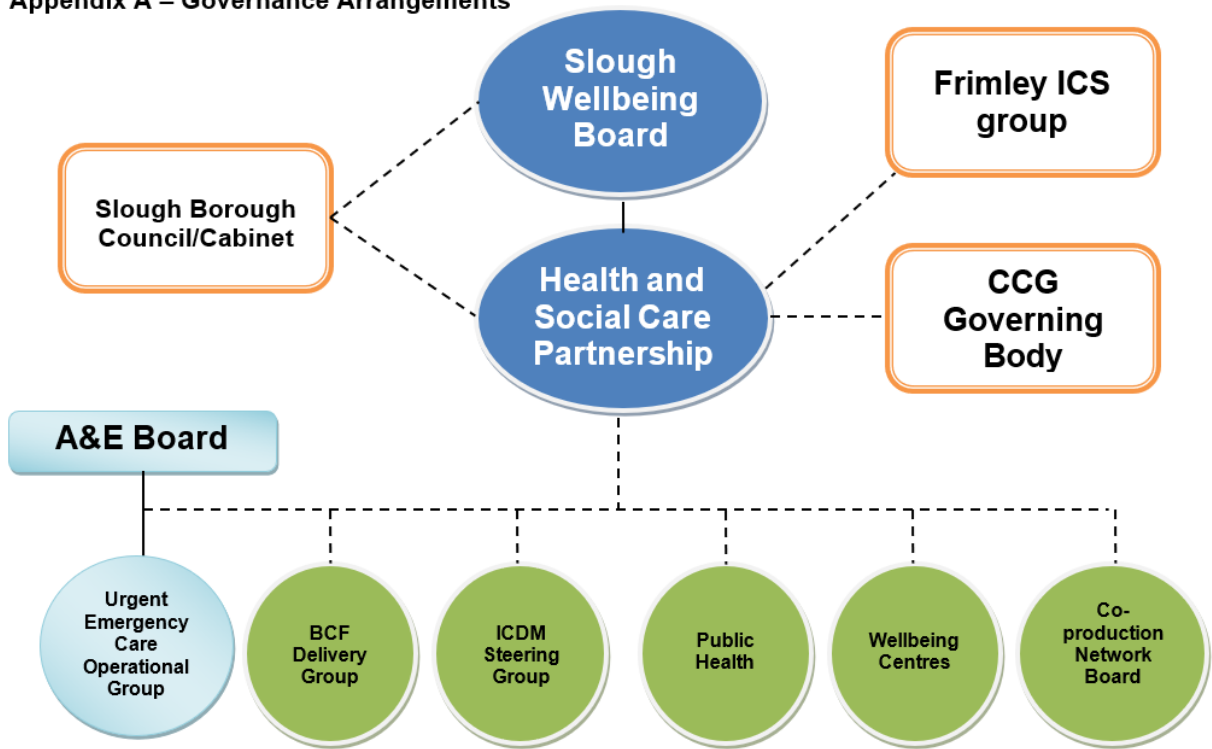
18. Governance

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

19. Annual review of terms of reference

- 19.1 These terms of reference will be reviewed annually by the Partnership's Co Chairs.
- 19.2 Any revisions shall be endorsed by the Partnership

Appendix A – Governance Arrangements



Appendix B

Slough Place Based Committee TERMS OF REFERENCE

1. INTRODUCTION

The Place based Committee (the Committee) is authorised by NHS Frimley Clinical Commissioning Group (Frimley CCG) to ensure that in Slough effective arrangements are in place to work with staff, members and local partners improving the health of, and the quality of healthcare for, the local population, the delivery of the quality, operational and financial performance of the place, and the design of services in the place to meet the needs of individuals/patients.

The Committee is also able to hold meetings jointly with the Slough Health and Social Care Partnership Board to:

- strengthen the place approach for all Slough health and care partners
- to enable us to jointly oversee the delivery of our shared integration priorities through our Health and Care Plan
- to create a stronger connection with the Health and Wellbeing Board deepening the connections between CCG, PCN and member colleagues in the local authority
- make best use of stakeholder's time
- to help strengthen the relationships between primary care and the local authority
- to avoid duplication of time and effort

The Committee is established in accordance with the constitution of the Frimley CCG, standing orders and scheme of delegation. These terms of reference set out the membership, remit and responsibilities and reporting arrangements of the Committee.

2. DELEGATED AUTHORITY

The Committee acts under the delegated authority of the Frimley CCG.

3. PURPOSE

The purpose of the Committee is to:

- Reduce health inequalities, and improve health outcomes for the population of Slough
- Work with partners including Primary Care Networks, Community providers and Local Authority colleagues to enable integrated models of care to be developed providing leadership and direction where required
- Actively engage with the local population, community groups, and their representatives in ensuring that the voice of local people is heard and informs Place based decision-making
- Seek opportunities to jointly commission services with the Local Authority taking collective action to prevent ill health, reduce inequalities and create healthier communities.
- Shape and influence the design and development of the local Partnership strategies, including the Health and Wellbeing Strategy, the Frimley CCG and ICS strategy and priorities on behalf of the population of Slough
- Ensure the implementation of Place based and Frimley CCG /system plans and strategies in our Place
- Effectively manage local resources, and ensure best value when making commissioning decisions on behalf of local people

4. REMIT AND RESPONSIBILITIES

The main responsibilities of the Committee will be to:

- Develop an agreed and detailed understanding of the **needs of the local population**, and the priorities for health within this, ensuring system plans reflects local needs.
- Oversee the preparation and implementation of a **local delivery plan** to ensure delivery of system plans, tailored to meet local needs, that deliver operational, quality and financial performance standards for Slough
- Fulfil **the assurance function in relation to quality, operational and financial performance** for those areas for which it has responsibility
- **Understand performance, finance and quality**, taking proactive action to prevent deterioration, and taking action to restore performance, financial control and quality should it fall below acceptable levels for Slough and
- **Allocate resources** in line with the agreed budgetary plan as delegated by Frimley CCG.

Principal duties include:

Quality Improvement and Assurance

1. Provide **assurance** that the anticipated health outcomes are being delivered at Place, and escalate any specific issues to the Governing Body or Quality, Finance and Performance of Frimley as required
2. Oversee and be assured regarding **effective management of risk** to manage and **address clinical governance issues**

Finance, Contract Monitoring and Performance

1. To ensure that the financial allocation for Slough and the Frimley CCG is optimised and offers value for money (i.e., being used effectively, efficiently and economically)
2. Maintain an overview of all relevant Place based KPIs and quality standards.
3. Monitor the delivery of agreed **improvement programmes**.

5. PARTNERSHIP WORKING

The Committee will coordinate partnership working to minimise duplication, avoid cost shunting and maximise the cost effectiveness of services, by:

- Working closely with related boards and committees, including the Slough Health and Social Care Partnership Board and the Slough Health and Wellbeing Board.
- 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.

The Committee will work collaboratively with the Slough Health and Social Care Partnership Board and conduct its meetings at the same time. The Committee will retain its own delegation, Terms of Reference and membership, but is able to transact business with the Slough Health and Social Care Partnership Board. The Committee will conduct any confidential business related to its own statutory delegated responsibilities separately in a 'Part B' meeting. The Terms of Reference for the Slough Health and Social Care Partnership are set out in Appendix 1.

A summary of the minutes from the meeting will be shared with both the Governing Body of the Frimley CCG and the Slough Health and Wellbeing Board and to support oversight and transparency.

6. MEMBERSHIP AND PROBITY

Voting Members:

Clinical Lead
Lay Member (Chair)
Managing Director
Primary Care Representation
Slough BC Representative
Nominated Finance Lead
Nominated Quality Lead
Nominated Operations lead
Public Health Representation

Non-voting members

Primary Care Network Clinical Directors (GP representatives)
PPG Lay Member x 1
Healthwatch

Other representatives may be invited by the Chair to attend the meetings on an ad hoc basis.

If the meeting is not quorate, the Chair will circulate the proposed decision or action and seek e-mail confirmation from the members who were not present at the meeting.

The Committee shall identify a person to act as secretary to the Committee, who will attend to take minutes of the meeting and provide appropriate support to the Chair and Committee members.

Conflicts of Interest

The Committee will make arrangements to manage conflicts and potential conflicts of interest to ensure that decisions made will be taken and seen to be taken, without any possibility of the influence of external or private interest.

All individuals attending a meeting, whether as a member or in attendance, must declare any potential conflicts of interest. It will be for the Chair of the meeting to decide how potential conflicts of interest are managed, including asking the individual to withdraw from the meeting in some cases where issues are discussed, or decisions taken.

7. FREQUENCY AND QUORACY

- Meetings shall be held at least 10 times per year with extraordinary meetings called by the Chair, if required.
- The Committee will be considered quorate when: There are 5 place-based voting members
- It is anticipated and expected that all decisions would be made by consensus, but should this not be possible in exceptional circumstances or such that a vote is required, all of the members of the Committee identified above shall be allowed to vote. This does not include supporting members. In the event of a tied vote, the Chair shall have a second and casting vote.

8. ACCOUNTABILITY AND DEPENDENCIES

- Each Place Committee is accountable to the Governing Body of the Frimley CCG
- The minutes of Committee meetings shall be formally recorded and submitted to the Governing Body of the Frimley CCG. The Chair of the Committee shall draw to the attention of the Governing Body any issues that require disclosure or require executive action.

9. MONITORING EFFECTIVENESS

- The Committee will review its own performance, membership and terms of reference annually.
- The Committee will submit a regular report to the Governing Body against its agreed work plan and making proposals for any changes.

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Slough Place Based Committee TERMS OF REFERENCE

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The Committee is also able to hold meetings with the Slough Health and Social Care Partnership Board to:

- strengthen the place approach for all Slough health and care partners
- to enable us to jointly oversee the delivery of our shared integration priorities through our Health and Care Plan
- to create a stronger connection with the Health and Wellbeing Board deepening the connections between CCG, PCN and member colleagues in the local authority
- make best use of stakeholder's time
- to help strengthen the relationships between primary care and the local authority
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3. PURPOSE

The purpose of the Committee is to:

- Reduce health inequalities, and improve health outcomes for the population of Slough
- Work with partners including Primary Care Networks, Community providers and Local Authority colleagues to enable integrated models of care to be developed providing leadership and direction where required
- Actively engage with the local population, community groups, and their representatives in ensuring that the voice of local people is heard and informs Place based decision-making
- Seek opportunities to jointly commission services with the Local Authority taking collective action to prevent ill health, reduce inequalities and create healthier communities.
- Shape and influence the design and development of the local Partnership strategies, including the Health and Wellbeing Strategy, the Frimley CCG and ICS strategy and priorities on behalf of the population of Slough
- Ensure the implementation of Place based and Frimley CCG /system plans and strategies in our Place
- Effectively manage local resources, and ensure best value when making commissioning decisions on behalf of local people

4. REMIT AND RESPONSIBILITIES

The main responsibilities of the Committee will be to:

- Develop an agreed and detailed understanding of the **needs of the local population**, and the priorities for health within this, ensuring system plans reflects local needs.

- Oversee the preparation and implementation of a **local delivery plan** to ensure delivery of system plans, tailored to meet local needs, that deliver operational, quality and financial performance standards for Slough
- Fulfil **the assurance function in relation to quality, operational and financial performance** for those areas for which it has responsibility
- **Understand performance, finance and quality**, taking proactive action to prevent deterioration, and taking action to restore performance, financial control and quality should it fall below acceptable levels for Slough and
- **Allocate resources** in line with the agreed budgetary plan as delegated by Frimley CCG.

Principal duties include:

Quality Improvement and Assurance

1. Provide **assurance** that the anticipated health outcomes are being delivered at Place, and escalate any specific issues to the Governing Body or Quality, Finance and Performance of Frimley as required
2. Oversee and be assured regarding **effective management of risk** to manage and **address clinical governance issues**

Finance, Contract Monitoring and Performance

1. To ensure that the financial allocation for Slough and the Frimley CCG is optimised and offers value for money (i.e., being used effectively, efficiently and economically)
2. Maintain an overview of all relevant Place based KPIs and quality standards.
3. Monitor the delivery of agreed **improvement programmes**.

5. PARTNERSHIP WORKING

The Committee will coordinate partnership working to minimise duplication, make best use of resources and maximise the cost effectiveness of services, by:

- Working closely with related boards and committees, including the Slough Health and Social Care Partnership Board and the Slough Health and Wellbeing Board.
- 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.

The Committee will work collaboratively with the Slough Health and Social Care Partnership Board and conduct its meetings at the same time. The Committee will retain its own delegation, Terms of Reference and membership but is able to transact business together with the Slough Health and Social Care Partnership Board. The Committee is able, where necessary, to conduct any confidential business related to its own statutory delegated responsibilities separately in a 'Part B' meeting. The Terms of Reference for the Slough Health and Social Care Partnership are set out in Appendix 1.

A summary of the minutes from the meeting will be shared with both the Governing Body of the Frimley CCG and the Slough Health and Wellbeing Board and to support oversight and transparency.

6. MEMBERSHIP AND PROBITY

Voting Members:

Clinical Lead

Lay Member (Chair)

Managing Director
Primary Care Representation
Slough BC Representative
Nominated Finance Lead
Nominated Quality Lead
Nominated Operations lead
Public Health Representation

Non-voting members

Primary Care Network Clinical Directors (GP representatives)
Director of Operations
PPG Lay Member x 1
Healthwatch

Other representatives may be invited by the Chair to attend the meetings on an ad hoc basis.

If the meeting is not quorate, the Chair will circulate the proposed decision or action and seek e-mail confirmation from the members who were not present at the meeting.

The Committee shall identify a person to act as secretary to the Committee, who will attend to take minutes of the meeting and provide appropriate support to the Chair and Committee members.

Conflicts of Interest

The Committee will make arrangements to manage conflicts and potential conflicts of interest to ensure that decisions made will be taken and seen to be taken, without any possibility of the influence of external or private interest.

All individuals attending a meeting, whether as a member or in attendance, must declare any potential conflicts of interest. It will be for the Chair of the meeting to decide how potential conflicts of interest are managed, including asking the individual to withdraw from the meeting in some cases where issues are discussed, or decisions taken.

7. FREQUENCY AND QUORACY

- Meetings shall be held at least 10 times per year with extraordinary meetings called by the Chair, if required.
- The Committee will be considered quorate when: There are 5 place-based voting members
- It is anticipated and expected that all decisions would be made by consensus, but should this not be possible in exceptional circumstances or such that a vote is required, all of the members of the Committee identified above shall be allowed to vote. This does not include supporting members. In the event of a tied vote, the Chair shall have a second and casting vote.

8. ACCOUNTABILITY AND DEPENDENCIES

- Each Place Committee is accountable to the Governing Body of the Frimley CCG
- The minutes of Committee meetings shall be formally recorded and submitted to the Governing Body of the Frimley CCG. The Chair of the Committee shall draw to the attention of the Governing Body any issues that require disclosure or require executive action.

9. MONITORING EFFECTIVENESS

- The Committee will review its own performance, membership and terms of reference annually.

- The Committee will submit a regular report to the Governing Body against its agreed work plan and making proposals for any changes.

Appendix 1.

Health & Social Care Partnership Board

Terms of Reference

1. Purpose

The purpose of the Health and Social Care Partnership Board is to provide oversight and strategic direction for the integration of health and social care services within Slough.

The Health and Social Care Partnership Board reports to the Slough Wellbeing Board and takes responsibility for delivering priorities of the Wellbeing Strategy that are related to the Integration of Health and Care for the benefit of Slough residents. The Health and Social Care Partnership Board also works closely with the Frimley CCG, and is able to hold meetings with the Slough Place Based Committee and through bringing these two important meetings together we will

- strengthen the place approach for all Slough health and care partners
- to enable us to jointly oversee the delivery of our shared integration priorities through our Health and Care Plan
- to create a stronger connection with the Health and Wellbeing Board deepening the connections between CCG, PCN and member colleagues in the local authority
- make best use of stakeholder's time
- to help strengthen the relationships between primary care and the local authority
- to avoid duplication of time and effort

2. Responsibility

The Health and Social Care Partnership Board will:

- Agree strategic direction for the integration of health and social care within Slough.
- Ensure commissioned services across the partnership are aligned to deliver efficient and effective services, designed to improve outcomes.
- Consider any issue of health and social care strategic policy, public health strategy or general community concern within Slough
- Deliver Priority Two – 'Integration' of the Slough Wellbeing Strategy 2020-2025 on behalf of the Slough Wellbeing Board.

3. Principles

- 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.
- 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.
 - Supplying information to the Wellbeing Board for their annual report, in order that the partnership is publicly accountable for delivery of these actions.
- c. 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. Partnership Working

The Health and Social Care Partnership Board will coordinate partnership working to minimise duplication, avoid cost shunting and maximise the cost effectiveness of services, by:

- Working closely with related boards and committees, including the Slough Wellbeing Board and the Slough Place Based Committee.
- Reporting regularly to the Slough Wellbeing Board.
- 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.

The Health and Care Partnership Board and the Place Based Committee will work collaboratively and conduct their meetings at the same time. The Health and Social Care Partnership Board retains its own delegation, Terms of Reference and membership, but is able to transact business with the Place Based Committee. The Slough Place Based Committee is able to conduct any confidential business related to its own statutory delegated responsibilities separately in a 'Part B' meeting. The Terms of Reference for the Slough Place Based Committee are set out in Appendix B.

A summary of the minutes from the meeting will be shared with both the Slough Health and Wellbeing Board and the Governing Body of the Frimley CCG to support oversight and transparency

5. Membership

- 5.1 Members will be required to represent their organisation with sufficient seniority and influence for decision making.
- 5.2 Membership of the partnership board will consist of the following core (voting) members:
- Alan Sinclair – Executive Director People (Adults) (Slough Borough Council) (co – chair)
 - Tracey Faraday Drake – Executive Managing Director Slough Place (Frimley CCG) (co-chair)
 - Danny Bailey – Interim Director of Strategy (Frimley Health NHS Foundation Trust)
 - Suzanne Foley – Association Director for Public Health (Slough Borough Council)
 - Chair Health and Wellbeing Board (SBC)
 - Chair People Scrutiny and Oversight (SBC)

- Dr Jim O'Donnell – Clinical Leader (Frimley CCG)
- Arthur Ferry – Lay Member for the Slough Place (Frimley CCG)
- Debbie Fraser Deputy CFO (Frimley CCG)
- SBC Finance Lead
- Ramesh Kukar – Chief Executive (Slough CVS)
- Susanna Yeoman – Deputy Regional Director (East Berkshire Healthcare Foundation Trust)

Membership of the partnership board will also consist of the following attendees:

- Marc Gadsby – Associate Director ASC Operations (Slough Borough Council) Jayne Reynolds - Regional Director (East Berkshire Healthcare Foundation Trust)
- Mike Wooldridge – Better Care Programme Manager (Frimley CCG)
- Nadia Barakat – Associate Director, Mental Health (East Berkshire Healthcare Foundation Trust)
- Sangeeta Saran – Director of Operations (Frimley CCG)
- Seb Byrne – Head of Mental Health Services (East Berkshire Healthcare Foundation Trust)
- Jane Senior – Associate Director People Strategy and Commissioning (Slough Borough Council)
- Representatives from the Adult Social Care Co-Production Network
- Representatives from Slough Healthwatch
- Dr Nitha Nanda – PCN Director Slough
- Dr Bharan Kumar - PCN Director Slough
- Dr Asif Ali - PCN Director Slough
- Dr Raj Bharagava - PCN Director Slough

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

5.4 Membership of the partnership will be reviewed annually.

6. 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.
- 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.

7. Resignations

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

8. 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.
- Is otherwise unable, unfit or unwilling to carry out the member's functions.

9. 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.

10. Chairing the meetings

10.1 The partnership shall be Co Chaired by Slough Borough Council's Executive Director for People (Adults) and the Executive Managing Director Slough Place.

10.2 The Chair of the partnership shall alternate at each meeting, with an equal number of meetings chaired by Slough Borough Council's Executive Director for People (Adults) and the Executive Managing Director Slough Place.

11. Meetings

11.1 The partnership shall schedule meetings at least 10 times a year with other meetings as necessary.

11.2 The dates of these meetings shall be agreed by the partnership at the first meeting of the new calendar year.

11.3 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.

- 11.4 The dates of meetings will only be changed in exceptional circumstances.
- 11.5 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
- 11.6 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.
- 11.7 Any member with an interest in an item under discussion shall be expected to declare their interest at the start of the meeting.
- 11.8 The partnership shall also hold ad-hoc meetings, workshops and development sessions throughout the calendar year as and where appropriate

12. 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.

13. Decisions

- 13.1 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
- 13.2 Decisions relating to the **Better Care Fund** would require the presence of the following members:
- Alan Sinclair – Executive Director People (Adults) (Slough Borough Council) (co – chair
Tracey Faraday Drake – Executive Managing Director Slough Place (Frimley CCG) (co-chair)
 - Debbie Fraser Deputy CFO (Frimley CCG)
 - SBC Finance Lead

14. Quorum

- 14.1 Meetings will be deemed quorate if at least five core members of the partnership are present and must include one of the Co-Chairs. In no case shall the quorum for the partnership be less than five.
- 14.2 If the number of members increases or decreases this will need to be reviewed.
- 14.3 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.
- 14.4 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.

15. Sub-Groups

15.1 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.

16. Administration

16.1 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.

16.2 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. The council will also be responsible for the minutes of the meeting (including special meetings) and their subsequent circulation.

16.3 Attendance at meetings and access to the minutes will be restricted to members of the partnership. However, summaries of activity undertaken by the board will regularly be provided to the Slough Wellbeing Board.

16.4 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.

17. Dissolution

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

18. Governance

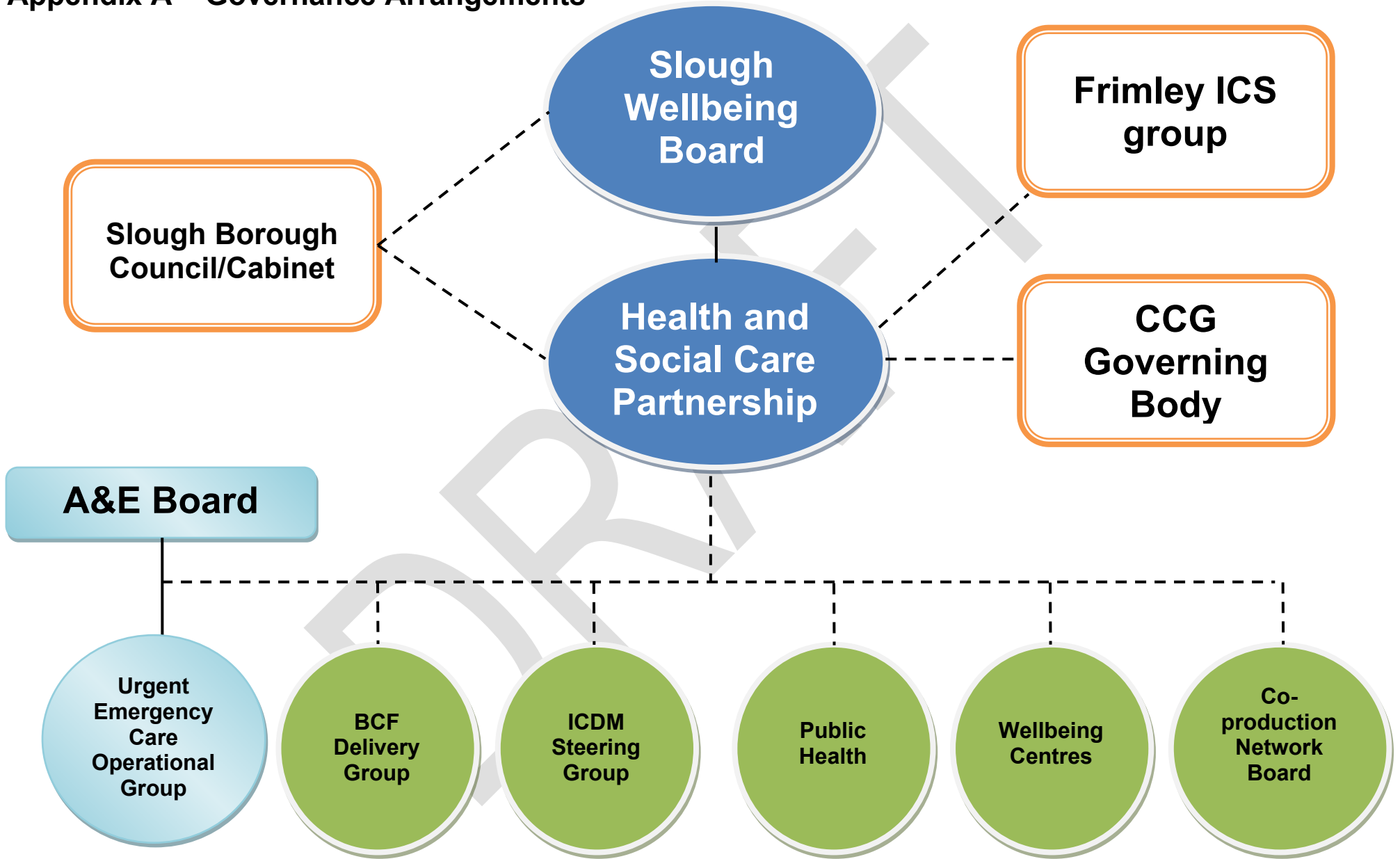
A diagram showing the Partnership relationship to the Slough Wellbeing Board and other boards and partnerships is attached at Appendix A.

19. Annual review of terms of reference

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

19.2 Any revisions shall be endorsed by the Partnership

Appendix A – Governance Arrangements



SLOUGH HEALTH AND CARE PLAN

Reducing health inequalities by promoting and developing independence through integration



Berkshire Healthcare
NHS Foundation Trust

Frimley Health and Care



Frimley
Clinical Commissioning Group



Public Health
England



Frimley Health
NHS Foundation Trust

Draft for consideration at Health and Wellbeing Board July 2021

The Slough Health and Care Plan

is a key part of our Vision for Slough. It's aim is to bring together our work at Place which focusses on the Integration of Health and Social care, for the benefit of our neighbourhoods and citizens.

**One Plan
Many partners
One Goal**

To improve the Health and Wellbeing of the People of Slough through Working together.



SLOUGH2040

The Slough 2040 Vision outlines our ambitions for the future of Slough.

This vision has been created by engaging with the local people of Slough - our residents, elected councillors, and the organisations that serve the people of the town. By listening to their voices, we have created a bold and ambitious shared vision of Slough's future. Over the next 20 years, we will work in partnership with the residents, public bodies, charities and businesses of Slough to transform this vision into reality.

The Slough 2040 vision outlines the shared ambitions of organisations working in partnership in this town, including:



The 2040 vision for Slough identifies 8 priorities, of which **health** is one.

The Slough Health and Care plan supports this vision for Slough to be **a healthy town where people are supported to live empowered lives.**

SLOUGH2040



Slough will have a vibrant town centre, brimming with diverse and exciting culture

By 2040, Slough's town centre will be a destination of choice - a place where people come from afar to enjoy the vibrancy and diversity of the local culture. The town centre will be an attractive and modern space, which is fully accessible to all. It will blend together retail, leisure, business and housing to create a space that is exciting, busy and thriving throughout the day. Culture will be at the heart of the town, with world-class performance spaces, street art and a museum woven into the built environment.

Town square lined with cafes and restaurants. Co-working spaces. Rooftop gardens. Amphitheatre. Museum celebrating local culture. Busking and street entertainment. An accessible built environment.



Slough will have a strong, globally renowned economy, which supports its people to prosper and live well

In the future, Slough will have a global reputation as a place to do business. Slough's economy will be thriving and diverse, home to a mix of businesses and different employment types. Businesses will feel connected to the wider town, and employers in Slough will be integral to high-quality education and training schemes. Local people will be employed in good jobs - jobs that offer them fulfilment, fair wages and support their wellbeing. Poverty will be alleviated, and everyone in Slough will have the opportunity to flourish and live well.

Slough is known for its reputation for business. Small businesses and start-ups supported. Employers encouraged to support flexible working for carers. Training courses aligned with the needs of employers.



Slough will have attractive, green neighbourhoods, which bring people together

In the future, Slough will have high-quality housing and accommodation which meets the needs of our local population. Different types of housing will exist together, with affordable housing, family housing and social care accommodation built alongside one another to create diverse neighbourhoods. All our residents will have access to attractive green spaces, including parks, allotments and children's play facilities. The neighbourhoods of Slough will feel clean, well-maintained and welcoming.

Street trees. Colourful buildings. Homes with space to work from home. Community gardens and allotments. Green gyms and skate parks. Community litter picking events.



Slough will be a place of lifelong learning and aspiration for all

Slough schools and colleges will provide a high-quality and inclusive education, which encourages aspiration in our young people, and prepares them for their adult lives. Students will be able to choose between vocational and academic pathways, with technical training centres sitting alongside a world-class university presence in the town centre. Education will continue into adulthood, with training facilities offering people of all ages the chance to up-skill, retrain or receive careers advice.

Life skill lessons in schools, that cover topics such as career advice, financial skills and relationship education. Volunteer tutors to level-up disadvantaged young people. Adult training centre with childcare and a café on site.



Slough will be a globally connected town, with a transport system which prioritises public and active transport

The Slough of the future will be an internationally connected town, with strong transport links to Heathrow, London and other major cities. Locally, Slough will have a world-class public transport system which meets the needs of our residents by being well-connected, reliable and affordable. Cycling and walking infrastructure will be improved, with safe cycling and walking routes embedded throughout the town. There will be fewer cars in Slough, and the cars that remain will largely be low-emission vehicles.

Car-free town centre. World-class public transport system. Rail link to Heathrow. Park and Ride system. A Slough payment card for all public transport. Car-free cycle paths. A town centre bike hub. Rickshaw hire for journeys within the borough.



Slough will be a healthy town, where people are supported to live empowered lives

The people of Slough will be encouraged to live healthy and active lives. Slough will have a wide range of excellent leisure facilities, including gyms, pools, and an ice rink. There will be high-quality and timely healthcare for those who need it, provided through GP surgeries, mental health services and other settings embedded in the local community. Health and social care will be integrated, and social care services in Slough will be innovative and inspiring as they support people to live empowered and independent lives.

Holistic wellbeing hub. Wellbeing. Healthier eating options in the town centre. Outdoor swimming pool. Inclusive sport leagues. More sheltered accommodation and extra-care housing. Positive billboards.



Slough will be a carbon-neutral and sustainable town

By 2040, the town of Slough will be entirely carbon-neutral. Pioneering renewable power and energy efficiency technology will be incorporated throughout the built environment. Trees will grow across the town - both in green spaces and woven into our streetscapes. Biodiversity will be encouraged through the use of sensitive planting schemes and the creation of wildlife havens. Sustainable lifestyles will be promoted, and recycling facilities will be world-class.

Solar panels on rooftops. Buildings designed to be water efficient. Green walls and rooftops. Bee-friendly planting scheme. Wildlife corridors and road crossings. Grass verges allowed to re-wild. Increased kerbside recycling.



Slough will have a strong, diverse community where differences are celebrated, and everyone feels safe

In 2040, Slough will be known for its cohesive and inclusive community. Different cultures and identities will live together with tolerance and respect. Crime rates will be low, and people will feel safe and welcome in their local neighbourhoods. Communities will be involved in local decision-making, and will be empowered to manage their own needs and take ownership of their local area. There will be facilities for local community groups, and the town will have a prominent central youth centre which provides an exciting space for the young people of Slough.

Funding and affordable facilities for community groups. Service to match people to voluntary opportunities. Carnival celebrating diversity. Equality events such as Black History month recognised and marked.

These inspired ideas are all suggestions that come from our residents. These are not definite policy commitments, but instead are intended to give a taste of what the people of Slough would like to see in their town in the future.

Slough Health and Care Plan

Reducing health inequalities by promoting and developing independence through integration

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The Kings Fund has recently published a significant piece of research on Place Based Working and their key findings are set out in the 8 priorities below

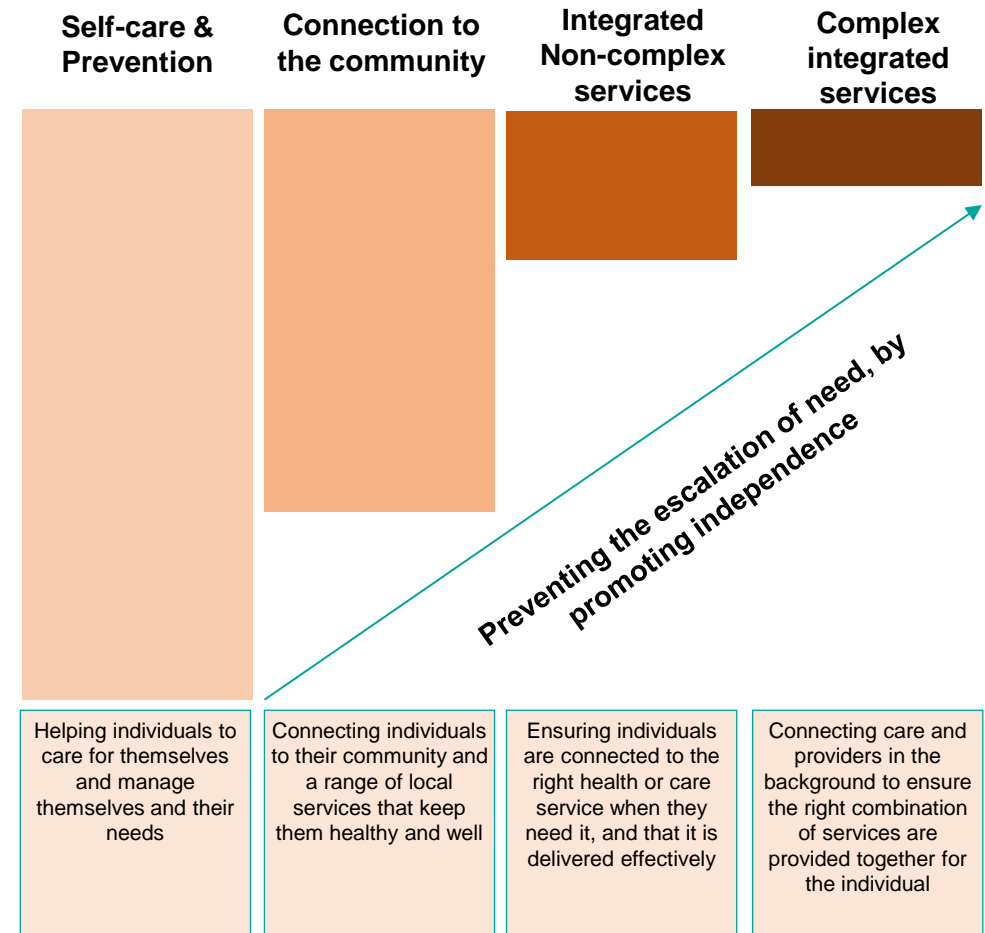
- Start from purpose with a shared local vision
- Build a new relationship with communities
- Invest in building multi agency partnership
- Build up from what already exists locally
- Focus on relationships between system places and neighbourhoods
- Nurture joined up resource management strengthen the role of providers at place
- Embed effective place-based leadership

The Slough Health and Care Plan supports our journey to Work in an integrated way, as individual organisations working Together for the benefit of our communities.

Slough Health and Care Plan

Reducing health inequalities by promoting and developing independence through integration

- ❑ Slough's health and care partners are collectively aiming to promote good health and care outcomes and reduce inequality in these outcomes for the residents of Slough.
- ❑ The collective plan is to **develop, promote and maintain independence**, because this is good for health, good for people, and good for the taxpayer and sustainability of services.
- ❑ This approach is achieved through:
 - **Prevention and promoting self-care** through information and advice
 - **Connecting individuals to their communities** to reduce the need to present in institutional settings
 - When support is needed, **delivering care in a seamless and integrated way**
- ❑ This is part of our collective ambitions described in the 2040 vision to make Slough a healthy town, through **integrated health and social care embedded in communities and neighbourhoods** through a range of settings.

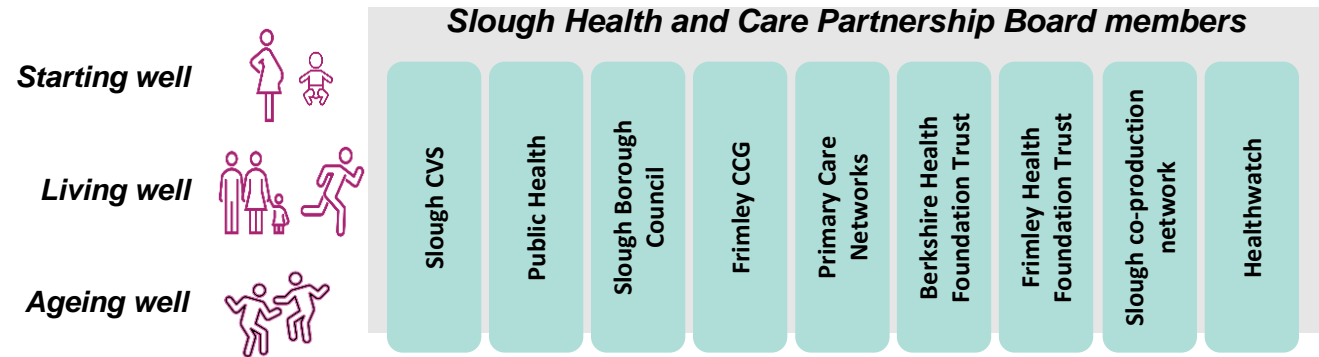
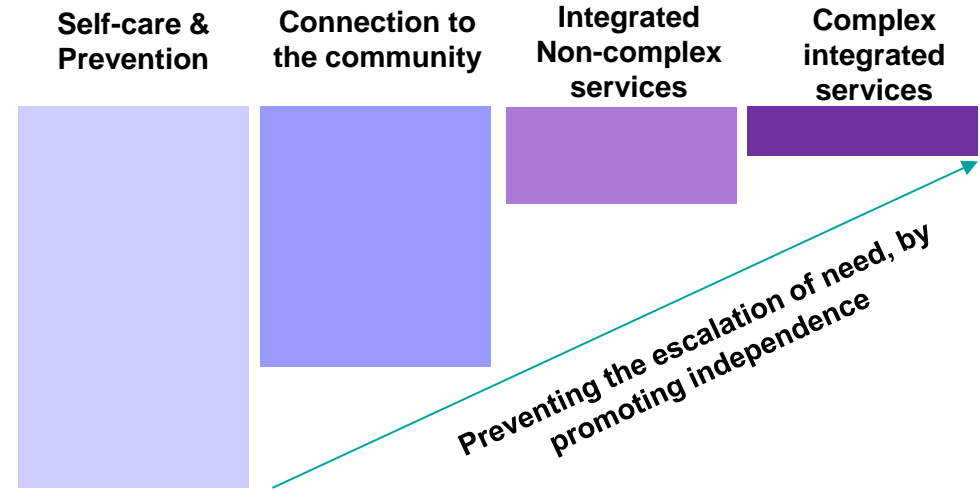


Slough Health and Care Plan

Reducing health inequalities by promoting and developing independence through integration

- ❑ The approach applies across all stages of the lifecycle, and aligns to the ICS' three core pillars of **starting well, living well** and **ageing well**.
- ❑ For each segment, the aim is to build individuals' capacity to care for themselves without escalating into institutional settings.
- ❑ This can only be achieved by the Slough Partnership Board member organisations **working together in an integrated way**. This applies both to meeting complex needs with multiple services but also in the messages and interactions individual organisations have, that need to develop, promote and maintain independence.
- ❑ This plan identifies the cross-cutting, priorities that within partners' individual delivery plans, and reflect where partners are working together to support the delivery

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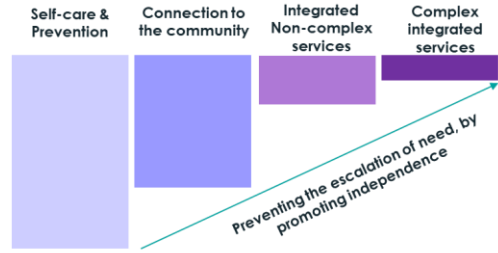


Slough Health and Care Plan

Reducing health inequalities by promoting and developing independence through integration

The Slough integrated health and care plan...

...delivers the needs of service users, as per the ADASS Think Local Act Personal model



Living the life I want, keeping safe and well: wellbeing and independence

I stay in control: when things need to change

Keeping my family, friends and connections: active and supportive communities

Having the information I need, when I need it - information and advice

My support, my own way: flexible and integrated care and support

I feel support by the people and workforce who support me

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Slough Health and Care Partnership Board members



...and supports the Frimley Health and Care ambitions...

...which support the NHS Long Term Plan



Our Ambitions	How our Ambitions support delivery of the NHS Long Term Plan themes
1. Starting Well	Our Starting Well ambition will enable us to deliver the LTP ambition for a strong start in life for children and young people
2. Focus on Wellbeing	The Focus on Wellbeing ambition demonstrates our collective commitment to taking more action on prevention and health inequalities
3. Community deals	Our Community Deal ambition is at the heart of our new strategy and provides a clear focus on population health. It will enable us to work with our communities to design and deliver not just our health and care services, but also education, employment, housing and transport. This will be our way of delivering personalised care, building new relationships and shifting the power in decision making. Our work to co-produce and strengthen communities will also deliver the further integration of local health and care services
4. Our People	Our People ambition is how we will ensure that staff get the backing they need and deliver the Interim people plan. We are all committed to improving our staff experience at work, increasing their career opportunities and retention and recruiting more people from our local population
5. Leadership and cultures	The Leadership, Culture and Improvement ambition will increase the scale of change and improvement that we deliver
6. Outstanding use of resources	Through our Outstanding Use of Resources we will continue our collective focus on the 'Frimley pound' to make sure that taxpayers' investment is used to maximum effect. Our long term commitment to reducing need and inequalities will support the long term sustainability of health and care services. We have made digitally-enabled care an early priority for this ambition

Slough Health and Care Plan

Reducing health inequalities by promoting and developing independence through integration

WHAT HAS BEEN ACHIEVED TO DATE

- ❑ Lots of work has been done to date to build integrated approaches to delivering care, this includes:
 - Establishing community maternity hubs
 - Establishing Mental Health Integrated Community Service (MHICS)
 - Establishing the recovery college
 - Providing some GP direct referrals for Long Term Conditions
 - Establishing Locality Access Points for integrated multi-disciplinary decision-making, and supporting these through Connected Care
 - Implementing Home First to improve recovery out of a hospital setting

- ❑ This work has focused more on the lower volume, high needs groups.

- ❑ Covid-19 has further developed partnership working around shared priorities.

- ❑ The strategy for Slough is to build on these to ensure a larger number of people can benefit across Slough, and to ensure the focus is on the right care needs coming out of Covid-19

Slough Health and Care Plan

Reducing health inequalities by promoting and developing independence through integration

THE CHANGES WE ARE SEEKING TO MAKE

Integrated plan changes

- Better access to care
- More integrated and pre-emptive service offers
- Use of locality-based models
- Improved outcomes for Mental Health
- Improved outcomes for frailty
- Responding to changing demand and needs post Covid-19

Outcomes this supports

- ✓ Reduce health inequalities
- ✓ Prolonged independence and changed behaviours
- ✓ Reduced admissions / readmissions and lengths of stay
- ✓ Reduced avoidable demand for scarce health & care resources

Benefit for Slough

Improved Health and Wellbeing outcomes for the people of Slough

Slough Health and Care Plan

Reducing health inequalities by promoting and developing independence through integration

THE CHANGES WE ARE SEEKING TO MAKE



Better access to care

- ✓ Improve **ethnic minority maternity access**
- ✓ Expand and deliver at scale **same day access in primary care**
- ✓ Expand **primary care access** including digital access
- ✓ Expand and integrate **social prescribing and care coordinators**
- ✓ Increased **cancer screening**
- ✓ Expand **GP Direct referrals** for LTCs with **In-Reach team**
- ✓ **Telehealth** for Diabetes, LTCs, disability and dementia
- ✓ Introduce **same day emergency care** (SDEC) across a range of urgent care
- ✓ Ensuring we have a **viable, sustainable and affordable care market**
- ✓ Increasing our use of **digital and technology** to support people live independently



Improved outcomes for Mental Health

- ✓ Expand **MHICS** across all 4 PCNs
- ✓ **Increasing physical health checks** / improving physical health outcomes for people with serious mental illness (SMI) and LD
- ✓ **111 first** for Mental Health
- ✓ Reintroduce **Healthmakers** as part of IAPT
- ✓ **Integrated community MH** for older patients



Responding to changing demand and needs post Covid-19

- ✓ Production of a Slough COVID Community Impact Assessment)
- ✓ Respond to post-pandemic workforce pressures and implement 7 day working



More integrated and pre-emptive service offers

- ✓ Improve **transition management**, including **preparing for adulthood** informed by our young health champions
- ✓ Improving **strength-based** and personalised ways of working in social care
- ✓ Engagement with communities to better understand challenges to **healthy childhood weight**
- ✓ Primary, secondary and tertiary **prevention of obesity**
- ✓ Promote **workplace health** (partnerships with employers, workplace health awards, information, advice, resources, and cultural change)
- ✓ **Expand CVS role in care** (eg bariatric care and maternal / perinatal care, suicide prevention)
- ✓ Use **innovation fund** to expand CVS support to CYP
- ✓ Expand and integrate **social prescribing and care coordinators**
- ✓ Roll out **Healthier Together Platform** with Paediatric focus
- ✓ Implement **healthy homes** as part of DFG task and finish group
- ✓ Review **reablement services** including intermediate care, rehab and therapeutic short term services
- ✓ **Consolidate Home First** and D2A scheme
- ✓ Increase **immunisation** uptake rates



Improved outcomes for frailty

- ✓ Develop **LAP and expand MDT clusters** to proactively review frailty cohorts
- ✓ Develop and implement integrated **2 hour response strategy** to support ageing well
- ✓ Expand **GP Direct referrals for Frailty**
- ✓ Improve **end of life care** to support dying with dignity in a setting of choice



Use of locality-based models

- ✓ Implement **locality hubs** with CVS as a key partner in service delivery
- ✓ Jointly review and improve our **health and care estate**
- ✓ Expand **community maternity hubs**

THE CURRENT ACTIVITIES TO SUPPORT THESE CHANGES

	Slough CVS	Public Health	SBC	Frimley CCG	PCNs	BHFT	FHFT
BETTER ACCESS TO CARE							
✓ Improve ethnic minority maternity access	✓	✓		✓		✓	✓
✓ Expand and deliver at scale same day access in primary care				✓	✓		
✓ Expand primary care access including digital access				✓	✓		
✓ Expand and integrate social prescribing and care coordinators	✓	✓		✓	✓		
✓ Increased cancer screening		✓		✓			
✓ Expand GP Direct referrals for LTCs with In-Reach team				✓	✓	✓	✓
✓ Telehealth for Diabetes, LTCs, disability and dementia			✓	✓		✓	
✓ Introduce same day emergency care (SDEC) across a range of urgent care				✓			✓
✓ Ensuring we have a viable, sustainable and affordable care market			✓	✓			
✓ Increasing our use of digital and technology to support people live independently			✓	✓	✓	✓	
MORE INTEGRATED AND PRE-EMPTIVE SERVICE OFFERS							
✓ Improve transition management including preparing for adulthood informed by our young health champions			✓				
✓ Improving strength-based and personalised ways of working in social care	✓		✓				
✓ Engagement with communities to better understand challenges to healthy childhood weight	✓	✓	✓	✓	✓		
✓ Primary, secondary and tertiary prevention of obesity	✓	✓	✓	✓	✓	✓	✓
✓ Promote workplace health (partnerships with employers, workplace health awards, information, advice, resources, and cultural change)	✓	✓		✓			
✓ Expand CVS role in care (eg bariatric care and maternal / perinatal care, suicide prevention)	✓	✓		✓	✓	✓	
✓ Use innovation fund to expand CVS support to CYP	✓		✓				
✓ Expand and integrate social prescribing and care coordinators	✓	✓		✓	✓		
✓ Roll out Healthier Together Platform with Paediatric focus				✓	✓	✓	✓
✓ Implement healthy homes as part of DFG task and finish group		✓	✓	✓			
✓ Review reablement services including intermediate care, rehab and therapeutic short term services		✓	✓	✓		✓	
✓ Consolidate Home First and D2A scheme				✓		✓	✓
✓ Increase immunisation uptake rates		✓		✓	✓		
IMPROVED OUTCOMES FOR MENTAL HEALTH							
✓ Expand MHICS across all 4 PCNs			✓	✓	✓	✓	
✓ Increasing physical health checks / improving physical health outcomes for people with SMI and LD			✓	✓	✓	✓	✓
✓ 111 first for Mental Health				✓	✓	✓	
✓ Reintroduce Healthmakers as part of IAPT	✓					✓	✓
✓ Integrated community MH for older patients			✓	✓		✓	
IMPROVED OUTCOMES FOR FRAILTY							
✓ Develop LAP and expand MDT clusters to proactively review frailty cohorts			✓	✓		✓	✓
✓ Develop and implement integrated 2 hour response strategy to support ageing well	✓		✓	✓	✓	✓	✓
✓ Expand GP Direct referrals for Frailty			✓	✓	✓	✓	✓
✓ Improve end of life care to support dying with dignity in a setting of choice	✓		✓	✓	✓	✓	✓
USE OF LOCALITY-BASED MODELS							
✓ Implement locality hubs with CVS as a key partner in service delivery	✓	✓	✓	✓	✓	✓	
✓ Jointly review and improve our health and care estate	✓	✓	✓	✓	✓	✓	
✓ Expand community maternity hubs	✓	✓		✓		✓	
RESPONDING CHANGING DEMANDS AND NEEDS POST-COVID							
✓ Production of a Slough COVID Community Impact Assessment)		✓	✓	✓	✓		
✓ Respond to post-pandemic workforce pressures and implement 7 day working			✓	✓	✓	✓	✓

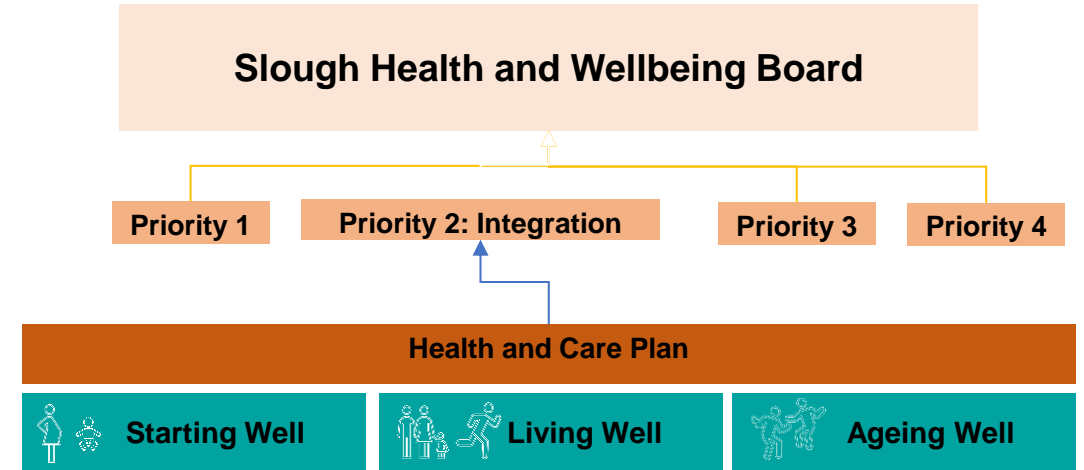
Slough Health and Care Plan

Reducing health inequalities by promoting and developing independence through integration

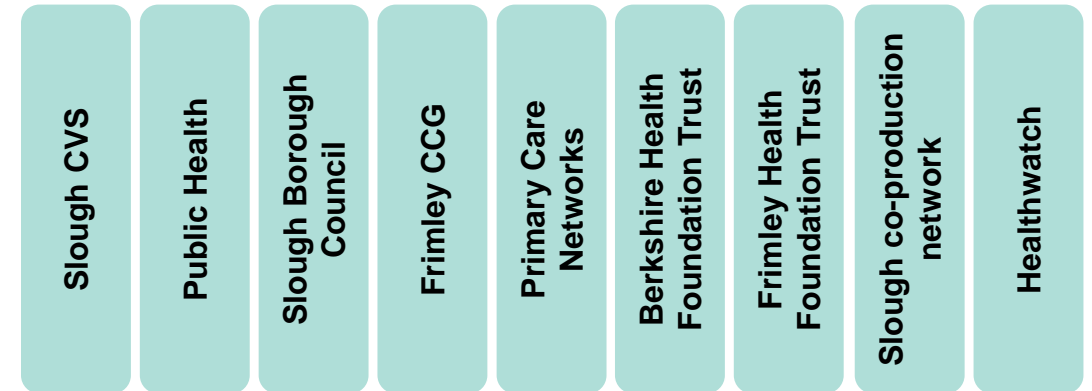


How these priorities will be governed

- ❑ All Partner organisations have been working together through the Slough Partnership Board, reporting to the Health and Wellbeing Board to develop an integrated set of priorities for health and care in Slough as part of the “integration” priority
- ❑ This is built around the core pillars of **starting well**, **living well** and **ageing well** as well as some core work that enables integration structurally
- ❑ The health and care plan will reflect those activities that are planned across the partner organisations to drive the biggest impact on integrated health and care for Slough’s population:
 - It will coordinate exist work across organisations to better manage inter-dependencies
 - It will not create a whole new set of priorities, but build on the work being planned and undertaken
 - It will help all partners to work together on having the biggest impact in reducing health inequalities



Slough Health and Care Partnership Board members



Slough Health and Care Plan

Reducing health inequalities by promoting and developing independence through integration

Our shared principles to inform collective working and integration in 2021/2 and beyond

❑ FUNDING

- Seek opportunities to expand pooled funding beyond the current BCF commitments. For example:
- Use BCF pool to expand integrated mental health services / budget
- Expand D2A funding through BCF contributions

❑ CO-PRODUCTION

- Co-production and co-design with people who use services and their family carers as core principle of how we will do all commissioning work

❑ BUILD ON EXISTING MODELS

- Where possible build on and utilise existing infrastructure, plans and proven approaches that are working

❑ POPULATION HEALTH

- We will take a population health approach to Slough's health and care needs, using data effectively to shape our responses

❑ JOINT GOVERNANCE

- We will work jointly to oversee and deliver this plan through the Health and Social Care Partnership Board and the Health and Wellbeing Board.

❑ WORKFORCE DEVELOPMENT

- We will work together to develop and equip our Health and Care workforce to deliver in a more integrated way, with new post-pandemic ways of working



Berkshire Healthcare
NHS Foundation Trust

Frimley Health and Care



Frimley
Clinical Commissioning Group



Public Health
England



Frimley Health
NHS Foundation Trust

SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board Working Group

DATE: 14th July 2021

CONTACT OFFICER: Richard West – Executive Director (Customer & Community)

For all Enquiries) (01753) 875500

WARD(S): All

FOR COMMENT & CONSIDERATION**STRONG, HEALTHY AND ATTRACTIVE NEIGHBOURHOODS UPDATE****1. Purpose of Report**

The Strong, Healthy and Attractive Neighbourhoods model was adopted by the Wellbeing Board in September 2020. The purpose of this report is to update the Wellbeing Board on the progress of the initiative including its roll out across Slough.

2. Recommendation(s)/Proposed Action

The Committee is requested to note the progress made on the Strong, Healthy and Attractive Neighbourhoods initiative and comment on the following:

- Progress made in Chalvey
- Progress made in Colnbrook
- Linkages to the Localities approach

3. Slough Wellbeing Strategy Priorities

3.1 Strong, healthy and attractive neighbourhoods is a key priority of the Slough Wellbeing Board.

3.2. Five Year Plan Outcomes

The strong, healthy and attractive neighbourhoods initiative cuts across all of the Councils five Year Plan Outcomes; however, it has a particular focus on Outcomes 2 & 3

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

4. Other Implications**(a) Financial**

The strong healthy and attractive neighbourhoods initiative aims to make better use of existing resource. The model provides a more focussed way of

identifying and addressing need and working in a collaborative way to ensure intended outcomes and impact are achieved.

(b) Risk Management (*Compulsory section to be included in all reports*)

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. A key principle of the model is to address inequalities.

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, learn and work. These principles are even more important to the borough now the council is facing significant financial challenges. The council, our partner organisations and residents need to work collaboratively to shift how we work together and deliver positive outcomes and strong, healthy and attractive communities are at the heart of this shift.

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 Progress made in Chalvey

A number of projects have been ongoing since the report in May 2021.

Chalvey Can – 142 participants have been engaged (46 families), the first “in-person” Family Fun Day took place at Chalvey Recreation Ground with families taking part in a mini-Olympics. The face-to-face programme of physical activity launched on 5th July with family sessions happening at Chalvey Rec 5 days a week, alongside some sessions which remain online. The project has been extended to May 2023 with approval from Sport England.

Community Learning programme has been running successfully from Chalvey Community Hub with low level ESOL and Maths teaching taking place. A community consultation will be launched in August 2021 to gain insight into what the community want in terms of learning opportunities from a variety of partners.

A new job club approach – working with partners, the Chalvey Community Partnership (CCP) are developing a newly designed job club with partners from the Department of Work and Pensions, internal employability partners, the Building Better Opportunities project and local employers - a launch event will take place when we are able to invite the public into Chalvey Community Hub (late July/early August).

Chalvey Interfaith Partnership – The CCP have launched the new Chalvey Interfaith Partnership (CIP) in collaboration with the religious communities of Chalvey, working to bring the faith-based communities of Chalvey together. The CIP will be forming networks and building on assets within the community to build community resilience. The CIP will be planning a programme of events hosted at each of the different places of worship open to the whole community of Chalvey to improve community cohesion and will also be working together to support Chalvey wide initiatives such as the COVID-19 vaccine roll out.

Safer Streets Fund – in collaboration with the CCP, Slough Borough Council are applying to round three of the Safer Streets Fund which focuses on Violence Against Women and Girls. The project will focus on Chalvey as this is a location with particular issues around reported incidents linked to violence against women and girls. The scheme will develop education and awareness programmes with Chalvey young people. As part of this programme, work will be developed with the local community through the CCP to identify the community’s role in this issue and working with local partners like the police and local businesses to improve community safety.

Slough in Bloom (SiB) - CCP working with SiB to encourage Chalvey residents and businesses to enter Slough in Bloom to improve appearance of the area.

Street Drinking Taskforce – the first meeting of all partners including CCP will take place on 7th July to look at how to tackle the street drinking which has expanded from Chalvey Road East to now include Chalvey Road West.

The Chalvey Post – the CCP have created their first community newsletter which will be distributed to all households in Chalvey by the end of July.

Chalvey Rec improvements – the CCP are working with the council’s Parks and Open Spaces team to apply for further funding in addition to the S106 funds to optimise the improvements to the recreation ground. The application will be submitted by the end of July and the outcome of this bid will be announced before by September.

Chalvey Together – the CCP are working with a wide range of partners to put in a funding application to deliver a ‘fit and fed’ style club for Chalvey residents encouraging physical activity and community cohesion through cooking and eating together on a regular basis which, if the funding application is successful, we hope to launch in September.

5.4 Progress made in Colnbrook with Poyle.

5.4.1 Shortly after the May local elections in May 2021 the Colnbrook with Poyle Stronger, Healthy and Attractive community survey was delivered to 3,000 homes in Colnbrook. This was alongside social media campaigns, press release and discussion groups with numerous community groups to encourage take up of the survey. The survey closed at the end of June and analysis of responses is now taking place.

5.4.2 The discussions held with community leaders and existing community groups has allowed a core group of organisations expressing an interest in having a continuing involvement in developing and delivering a Stronger Neighbourhoods action plan in the ward. These partners include:

- Colnbrook with Poyle Parish Council
- Pippins Primary School
- Colnbrook NAG
- Colnbrook Residents’ Association
- Colnbrook Community Association
- Colnbrook United Reformed Church
- St Thomas’ Church
- Over 50s club
- Colnbrook Cares Initiative
- Heathrow Community Team

5.4.3 The next steps will include:

- Collating and analysing the results of the survey.
- Share results and emerging priorities with all stakeholders to draft an initial action plan.
- Work with active partners to draw together a forum to lead the implementation of the action plan.

5.4.4 The work carried out to date indicates that the future work in Colnbrook with Poyle will be different to the work currently being carried out in Chalvey. It seems that there are significantly more established and active community groups and resources in Colnbrook with Poyle and this will be reflected in the structures put in place to deliver and embed the action plan.

6. **Roll out the Strong Healthy and Attractive Neighbourhoods**

6.1 Work has started in the Britwell area to continue the roll out of the Strong, Healthy, Attractive initiative. The council’s Community Development Team and Locality Lead have started to work together to identify key initial areas for work in the locality.

- Health and wellbeing are particular areas of concern locally and future engagement with partners (including residents) will be undertaken around the range of services delivered from the newly refurbished Britwell Community Hub and health centre.

- Employment, training, jobs and skills has been raised as a second area that requires more engagement with residents and partners.

6.2 Future areas for Strong, Healthy, Attractive Neighbourhoods work will be driven by the research and analysis led by the Locality model. It is vital that future locations for this valuable work is supported by evidence of need. Equally important is the recognition that the positive momentum in the current SHA Neighbourhood work will need to be maintained by local communities rather than by input from council staff. As new localities and neighbourhood areas come on-line the council needs to ensure it has adequate resources to support the work as it begins and puts structures, processes and support in place to allow local partners to lead in the long term.

7. Links with the Localities Agenda

7.1 The previous report to the Health and Wellbeing Board described a position with Locality working that has altered over the intervening months.

7.2 Locality Lead – the council will move forward with one Locality Lead and this postholder has been appointed. The Locality Lead will be the strategic lead developing Locality Plans for all 4 localities

- Cippenham & Chalvey
- Britwell, Northborough & Lynch Hill
- Farnham, Baylis & Stoke, Elliman & Upton Lee
- Langley St Mary's, Langley Keddermister, Upton & Colnbrook with Poyle

7.3 In addition to co-creating Locality Plans with residents, councillors, council services and partner organisations, the Locality Lead will be facilitating new ways of working together. Initially this will focus on working with council teams to encourage and facilitate more efficient sharing of intelligence and information about schemes, programmes and services being delivered in a locality and embedding a clear drive to understand customer needs. Over the remainder of 2021 this focus will expand to include strengthening our partnership working even further with existing community, third sector and public sector organisations in each locality.

7.4 Community Hubs – as reported in May, Chalvey Community Hub has been open and operational since mid-April. The numbers of staff allowed to work from this building has been limited due to COVID-19 restrictions, but plans are in place to expand the range of services working from this location from the end of July 2021.

7.5 The refurbishment of Britwell Community Centre continues, and the anticipated full re-opening remains early 2022.

7.6 The Locality Lead is working with partners to understand the current community building assets in each Locality. A medium-term objective is to identify a range of locations where council and partner services could be delivered from. However, it is important to underline that Locality working is not dependent upon working from community hubs. Slough's Locality Model is about changing how we work rather than being linked to where we work from.

7.7 The Strong, Healthy and Attractive Neighbourhoods programme will become the operational delivery vehicle for Locality working. Future papers to the Board will outline how Locality data and intelligence will influence the roll out of the Strong, Healthy and Attractive Neighbourhoods work across the borough.

7.8 Whilst the Governance for the Strong, Healthy and Attractive Neighbourhoods is the Wellbeing Board, governance arrangements for Localities is still being agreed. However, it is likely that the Wellbeing Board will play a significant role in this. Comments from Board members are welcome to help determine the most appropriate governance arrangements.

8. Comments of Other Committees

This report has not been shared with other committees, however, the general principles of the Strong, healthy and Attractive Neighbourhoods model has been widely discussed and well received as the right direction of travel for Slough.

9. Conclusion

Implementation of a Strong, Healthy and Attractive Neighbourhood model in Chalvey has developed a strong foundation with partners working well together on a range of services and projects. The needs analysis in Colnbrook with Poyle has already identified key local partners and some headline issues for consideration. Early work is beginning in the Britwell area to reap the benefits of the new health centre opening in 2022.

Ensuring that this work and the new Locality model dovetail and support each other is the next critical step for delivery.

SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board

DATE: 14th July 2021

CONTACT OFFICER: Ellie Gaddes, Principal Strategy and Policy Officer

(For all Enquiries) (01753) 875657

WARDS: All

PART I
FOR COMMENT AND CONSIDERATION

SLOUGH WELLBEING BOARD - WORK PROGRAMME 2021/22**1. Purpose of Report**

For the Slough Wellbeing Board to discuss its work programme for the 2021/22 year.

2. Recommendations/Proposed Action

That the Board review the work programme and potential items listed for inclusion.

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

3.1 The work of the Slough Wellbeing Board aims to address the four priority areas outlined in the Slough Wellbeing Strategy 2020-2025:

- Starting Well
- Integration
- Strong, healthy and attractive neighbourhoods
- Workplace Health

3.2 The priorities in the Wellbeing Strategy are informed by evidence of need contained in the Joint Strategic Needs Assessment. Therefore, the work outlined in the work programme is built upon the evidence outlined in the JSNA.

3.3 The work of the Slough Wellbeing Board also 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.

3.4 In particular, the work of the Slough Wellbeing Board aims to address outcome one and two of the council's Five Year Plan.

4. **Other Implications**

(a) **Financial**

There are no financial implications of proposed action.

(b) **Risk Management**

There are no risk management implications of proposed action.

(c) **Human Rights Act and other Legal Implications**

There are no Human Rights Act implications arising from this report. Any specific activity undertaken by the Wellbeing Board which may have legal implications will be brought to the attention of Cabinet separately.

(d) **Equalities Impact Assessment**

There are no equalities implications arising from this report. Equalities Impact Assessments will be completed for any specific activity undertaken by the Wellbeing Board which may have equalities implications.

5. **Supporting Information**

5.1 This work programme outlines some of the work the Wellbeing Board will be involved in over the next year.

5.2 In particular, some of the statutory responsibilities of the Board have been scheduled into the work programme, in order to make sure these pieces of work are addressed at the most suitable time of year. This scheduling has taken place by drawing on conversations with officers from the appropriate organisations, as well as conversations with the Chair and Vice-Chair of the Wellbeing Board.

5.3 In addition to these items, regular updates on the work being done to address the priorities of the Wellbeing Strategy have been scheduled across the year. This aims to allow the Board to maintain a close overview of the work being done in these areas by the Children and Young People's Partnership Board, the Health and Social Care Partnership Board, the Strong, Healthy and Attractive Neighbourhoods Task and Finish group, and the Workplace Health Task and Finish group.

5.4 The work programme is a flexible document which will be continually open to review throughout the municipal year.

6. **Conclusion**

This report is intended to provide the Slough Wellbeing Board with the opportunity to review its upcoming work programme and make any amendments it feels are required.

7. **Appendices Attached**

A - Work Programme – 2021/22.

8. **Background Papers**

None.

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**Slough Wellbeing Board Work Programme
2021/22**

Meeting Date
29th September
<ul style="list-style-type: none"> • JSNA Refresh • Frimley Collaborative CCG Annual Report • Upton Hospital Update (to include information on walk-in centre) • Update – Priority One, Starting Well. Children and Young People Partnership Board • Update – Priority Four, Workplace Health Task and Finish Group • Update – ICS and Place (verbal update) • Local Transformation Plan on Mental Health for children (Information Only)
17th November
<ul style="list-style-type: none"> • Slough Safeguarding Boards Annual Report (2020/21) • Better Care Fund Plan 2021/22 • Update – Priority Two, Integration. Health and Social Care Partnership Board • Update – Priority Three, Strong, Healthy and Attractive Neighbourhoods Task and Finish Group • Update – ICS and Place (verbal update)
11th January
<ul style="list-style-type: none"> • Pharmaceutical Needs Assessment 2022 – 2025 • Update – Priority One, Starting Well. Children and Young People Partnership Board • Update – Priority Four, Workplace Health Task and Finish Group • Update – ICS and Place (verbal update)
14th March
<ul style="list-style-type: none"> • Update – Priority Two, Integration. Health and Social Care Partnership Board • Update – Priority Three, Strong, Healthy and Attractive Neighbourhoods Task and Finish Group • Update – ICS and Place (verbal update)

May

- Better Care Fund Annual Report
- Update – Priority One, Starting Well. Children and Young People Partnership Board
- Update – Priority Four, Workplace Health Task and Finish Group
- Update – ICS and Place (verbal update)

SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board

DATE: 14th July 2021

CONTACT OFFICER: Ellie Gaddes, Principal Strategy and Policy Officer

(For all Enquiries) (01753) 875657

WARDS: All

PART I
FOR INFORMATION**SLOUGH WELLBEING BOARD – ANNUAL REPORT 2020/21****1. Purpose of Report**

To present the 2020/21 Slough Wellbeing Board Annual Report to the Slough Wellbeing Board.

2. Recommendations/Proposed Action

The Board is requested to note the report.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**3.1** The work of the Slough Wellbeing Board aims to address the four priority areas outlined in the Slough Wellbeing Strategy 2020-2025:

- Starting Well
- Integration
- Strong, healthy and attractive neighbourhoods
- Workplace Health

3.2 The priorities in the Wellbeing Strategy are informed by evidence of need contained in the Joint Strategic Needs Assessment. Therefore, the work outlined in the work programme is built upon the evidence outlined in the JSNA.**3.3** The work of the Slough Wellbeing Board also 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.

3.4 In particular, the work of the Wellbeing Board aims to address Priority One and Two of the Council's Five Year Plan.

4. **Other Implications**

(a) Financial – none.

(b) Risk Management – none.

(c) Human Rights Act and Other Legal Implications - There are 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/

5. **Supporting Information**

5.1 This Annual Report outlines the work the Slough Wellbeing Board has been engaged in over the 2020/21 municipal year. In particular, it covers:

- The work the Board has been involved in as part of the COVID-19 response in Slough.
- The work the Board has been engaged in to address the four priority areas outlined in the Slough Wellbeing Strategy.
- The work the Board has done to meet its statutory requirements.

6. **Comments of other Committees**

None.

7. **Conclusion**

This report is intended to provide the Slough Wellbeing Board with the opportunity to review the Slough Wellbeing Board Annual Report for 2020/21.

The Board is requested to note the report.

8. **Appendices Attached**

A – Slough Wellbeing Board Annual Report for 2020/21.

9. **Background Papers**

None.



Slough
Wellbeing
Board

Slough Wellbeing Board Annual Report

2020-2021



ROYAL BERKSHIRE
FIRE AND RESCUE SERVICE



Department
for Work &
Pensions



Frimley Health
NHS Foundation Trust



www.slough.gov.uk
Slough
Borough Council

sloughcvs 
www.sloughcvs.org.uk

NHS
Frimley Collaborative
Partnership of Clinical Commissioning Groups

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The Slough Wellbeing Board Annual Report at a Glance

The Slough Wellbeing Board Annual Report details the work of the Slough Wellbeing Board over the last year. This report describes the work the Board was involved in between May 2020 and April 2021.

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.

The Work of the Slough Wellbeing Board

Over the last year, the Slough Wellbeing Board has focused upon working to respond to the COVID-19 pandemic, addressing the priorities laid out in the 2020-2025 Wellbeing Strategy, and ensuring the statutory responsibilities of the board are fulfilled.

Responding to COVID-19

The COVID-19 outbreak led to a pause in the normal work of the Slough Wellbeing Board. The Board took on new responsibilities as part of the COVID-19 response in Slough, particularly in the areas of local engagement and governance for the Black, Asian and Minority Ethnic Project.

Our Priority Areas

In 2020, the Slough Wellbeing Board approved a new Wellbeing Strategy. The 2020-2025 Wellbeing Strategy has four priorities it aims to address. The four priority areas are:

- Starting Well
- Integration
- Strong, Healthy and Attractive Neighbourhoods
- Workplace Health

Some of the highlights from the last 12 months include the progress to create a Children and Young People's Partnership Plan and a Health and Care Plan, the successful rollout of the Strong, Healthy and Attractive Neighbourhoods approach in Chalvey, and the creation of the Workplace Health Toolkit.

Our Statutory Requirements

The Wellbeing Board has several statutory responsibilities it must fulfil. In particular, this year the Board engaged with the CCG around their future plans, oversaw the Better Care Fund Programme for Slough, and worked with the Slough Safeguarding Boards.

What is the Slough Wellbeing Board Annual Report?

The Slough Wellbeing Board Annual Report outlines the work of the Slough Wellbeing Board over the last year. It describes the work the Board was involved in between May 2020 and April 2021.

The Slough Wellbeing Board

The Slough Wellbeing Board is a partnership between organisations from the public, private and voluntary sector in Slough. The board brings together key organisations in the area to work together to improve the health and wellbeing of Slough residents.

The Wellbeing Board consists of senior representatives from:

- Slough Borough Council
- Berkshire Public Health
- Frimley Health Foundation Trust
- Frimley Collaborative Clinical Commissioning Group
- Slough Council for Voluntary Services
- Thames Valley Police
- Royal Berkshire Fire and Rescue
- Slough Youth Parliament
- The Department of Work and Pensions

In Slough, we have made the decision to widen membership beyond the minimum requirements. This allows us to engage with a greater range of partners and work on a wider range of issues. We have also called our partnership the 'Slough Wellbeing Board' rather than the Health and Wellbeing Board, to reflect our chosen focus on wellbeing and the broad impacts this has on a person's life.

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 new leisure facilities, including leisure centres, green gyms, 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.

This health and wellbeing context became even more significant during the COVID-19 outbreak, when Slough grappled with the impact of the virus on its population. One year into the outbreak, nearly 15,000 Slough residents had contracted the virus, and over 300 people from Slough had died with COVID-19. The pandemic has also impacted resident's mental health and wellbeing, with people reporting higher levels of stress and anxiety.

About this Annual Report

The Annual Report offers the Slough Wellbeing Board the opportunity to reflect on the previous year, and to consider how the board has developed over the last twelve months. Most importantly, this report helps us to remain accountable to the residents, businesses, and partners of Slough, whose opinions and experiences must remain central to shaping the future work of the Slough Wellbeing Board.

This report outlines some of the work the Slough Wellbeing Board has undertaken over the last year. The document covers the time from May 2020 to April 2021. The next section of the report outlines some of the highlights of the work done to respond to the COVID-19 outbreak, address the four priority areas outlined in the Slough Wellbeing Strategy, and meet the statutory requirements of the board. The report concludes by reflecting on what is in store for the Slough Wellbeing Board during the next year.

The Work of the Slough Wellbeing Board: COVID-19 Response

The last twelve months have been an immensely challenging time for everyone. In spring of last year, we were in the grip of the first wave of what would become the worst pandemic the world has seen in 100 years.

The COVID-19 outbreak led to a pause in the normal work of the Slough Wellbeing Board. The Board took on new responsibilities as part of the COVID-19 response in Slough, particularly in the areas of local engagement and governance for the Black, Asian and Minority Ethnic Project.

Local Engagement

After the first wave of the COVID-19 pandemic began to subside, predictions suggested that the next stages of the pandemic would be more varied and local in nature. To respond to this, councils were required to develop Local Outbreak Control plans and to establish Outbreak Engagement Boards. The Slough Outbreak Engagement Board was established as a subgroup of the Slough Wellbeing Board to lead on engagement with the public about COVID-19 risks and prevention. The board met frequently during the outbreak, and provided an open and transparent forum where members of the public could receive information and advice about the pandemic.

Black, Asian, and Minority Ethnic (BAME) Project

The Board took on the governance responsibilities for one of the partnership projects working to respond to the crisis - the Black, Asian and Minority Ethnic (BAME) Pilot. This pilot recognises that some communities have been disproportionately impacted by the pandemic, and aims to test ways to strengthen the ability of individuals and communities to protect themselves from the harms caused by COVID-19. The project is run by a collaboration that includes the Slough Community & Voluntary Sector, Slough Borough Council and NHS Frimley Health Foundation Trust. It includes five workstreams: community awareness and engagement; improving information; prevention and harm reduction; COVID-19 clinical management; and workforce. Over the last year, the Wellbeing Board has received regular updates on the work being done as part of this project.

The Work of the Slough Wellbeing Board: Our Priority Areas

At the start of the 2020 municipal year, the Slough Wellbeing Board adopted a new Wellbeing Strategy. The Wellbeing Strategy for 2020-2025 focuses on four main priority areas. These areas are:

- Starting Well
- Integration
- Strong, Healthy and Attractive Neighbourhoods
- Workplace Health

Two of these areas - Strong, Healthy and Attractive Neighbourhoods, and Workplace Health - represent areas where the Board directly shapes the work being done in this area. Starting Well and Integration are priority areas where the Board takes an influencing role, and the work is primarily delivered by other partnership boards which report to the Slough Wellbeing Board.

Priority One: Starting Well

Starting Well is one of the priority areas where the Slough Wellbeing Board has an influencing role in the work being done in this area. The Children and Young People's Partnership Board directly leads this work, and provides regular updates to the Slough Wellbeing Board.

Tackling health and wellbeing issues at an early stage in life prepares our young people for their future. The Children and Young People's Partnership Board aims to improve the experiences of children and young people in Slough by supporting them to live healthy and fulfilled lives. Over the last year, the Children and Young People's Partnership Board has focused on working to develop a new Children and Young People's Partnership Plan. This plan is being created by engaging with stakeholders in the town - including children and young people - to assess which issues and topics are priorities for the future. This plan will set out how the health and wellbeing of young people in Slough will be improved, and will shape the next steps in ensuring our young people have a good start in life.

Priority Two: Integration

Integration is one of the priority areas where the Slough Wellbeing Board has an influencing role in the work being done in this area. The Health and Social Care Partnership Board directly leads this work, and provides regular updates to the Slough Wellbeing Board.

By working closely together, health and social care professionals can ensure that care and support services are aligned and integrated in order to provide better care for our residents. Over the last year, the Health and Social Care Partnership Board has co-ordinated a range of projects designed to improve integration between health and social care. This includes the Local Access Point, which brings together colleagues from the social work, mental health, community nurse and GP teams to work together to design care which works for the social user. The Partnership Board has also been working to develop a new Health and Care Plan, which will outline the next steps towards greater integration in Slough.

Priority Three: Strong, Healthy and Attractive Neighbourhoods

Strong, Healthy and Attractive Neighbourhoods is one of the priority areas where the Slough Wellbeing Board directly leads the work being done in this area.

Strong, healthy and attractive neighbourhoods are built around people, place, local pride and strong collaborative working between the community and its partners. Over the last year, we have continued to progress the rollout of our Strong, Healthy and Attractive Neighbourhoods programme. This programme seeks to work with Slough residents to improve their local neighbourhoods and develop a sense of community pride. The council has worked alongside residents and community organisations in Chalvey to create a Chalvey plan, and to set up the Chalvey Community Partnership to deliver this plan. This group is now working on several projects in the area, including 'Chalvey Can' - a Sport England funded project to encourage people to take part in exercise. Work has now begun to introduce this programme in Colnbrook, and we are currently engaging with the people of this neighbourhood to find out what matters most to them.

Priority Four: Workplace Health

Workplace Health is one of the priority areas where the Slough Wellbeing Board directly leads the work being done in this area.

Having a good job, with a reasonable wage, employment security and a safe working environment can support people to thrive. It can protect against poor health both while someone is working, and later in life. Over the last year, we have focused on producing a toolkit of resources and materials to support employers to promote workplace health in their workforce. This toolkit draws together a range of national and local resources into one place, and includes specific information on the COVID-19 recovery. This toolkit can be found on the Slough Borough Council website, and we are currently promoting it to employers across the town.

The Work of the Slough Wellbeing Board: Our Statutory Requirements

The Slough Wellbeing Board has several responsibilities it is required to fulfil. A full list of these statutory responsibilities can be found in Appendix One. Over the last year, the Slough Wellbeing Board carried out a range of work in order to meet its statutory requirements, including engaging with the CCG around their future plans, overseeing the Better Care Fund Programme for Slough, and working with the Slough Safeguarding Boards.

Clinical Commissioning Group

The Slough Wellbeing Board works closely with the local Clinical Commissioning Group (CCG). The Board is required to engage with the local CCG, and consider their future plans and the impact these will have on the wellbeing of the people of Slough. Over the last year, the Wellbeing Board has particularly engaged with the East Berkshire CCG around their plans to merge with two other CCG's to form the Frimley Collaborative CCG. The Board worked with the CCG to consider the impact this would have on the people of Slough, including the allocations of funding and the specific needs of Slough's population.

Slough Safeguarding

The Slough Wellbeing Board is required to receive the annual report from the Slough Safeguarding Boards, and to ensure that strategic issues arising from Safeguarding Boards inform the work of the Wellbeing Board. This year, the Wellbeing Board received the Slough Safeguarding Partnership Annual Report for 2019/2020. The report outlined the key achievements and challenges identified in safeguarding both adults and children in Slough over the last year, including progress made in training professionals and data sharing amongst agencies. The Wellbeing Board considered this report, and the implications it has for our role in promoting safeguarding in Slough through improving resilience and wellbeing in the community.

Better Care Fund

The Better Care Fund programme in Slough is developed and managed by Slough Borough Council and the East Berkshire CCG. It aims to improve the wellbeing of the people of Slough by joining up health and care services. This year, due to the COVID-19 outbreak, a full Better Care Fund plan was not required to be signed-off by the Wellbeing Board. Instead, information on the future financial profile of the programme combined with the Slough Better Care Fund Annual Report for 2019-20 was brought to the Slough Wellbeing Board in November 2020. This report allowed the Board to reflect on the work of the Better Care Fund programme over the last year, and demonstrated that the programme remains a key part of the movement towards integration of health and social care services in Slough.

What next for the Slough Wellbeing Board?

This annual report summarises the work of the Slough Wellbeing Board over the last year. It provides an overview of some of the work which the Board has been involved in to respond to the COVID-19 outbreak, address its priority areas, and meet its statutory requirements. Through all of these areas of work, the Wellbeing Board has aimed to use partnership working to improve the health and wellbeing of the people of Slough.

The next year is expected to be another challenging year as we continue to grapple with the effects of COVID-19. Over the next few months, the Slough Wellbeing Board expects to continue its role in supporting the people of Slough through the COVID-19 pandemic. As the emphasis shifts towards recovering from the pandemic, the Board will continue to play a key role in promoting the wellbeing of residents in Slough.

Over the next year, the Board will also continue to work to address its four priority areas. The Children and Young People's Partnership Plan and the Health and Care Plan are both expected to be published later this year, outlining the next steps for children's wellbeing and health and social care integration in Slough. We are also planning to roll out the Strong, Healthy and Attractive Neighbourhoods approach in a second Slough neighbourhood, and establish a series of Workplace Wellbeing Awards to further promote Workplace Health in Slough.

Throughout these projects, the Slough Wellbeing Board will continue to work closely with key organisations and local communities in Slough. The Board will continue to use partnership working and collaboration to improve the health and wellbeing of the people of Slough.

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 Board Annual Report 2020-2021

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 875657.

यदि आप इस दस्तावेज 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 875657 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 875657 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 875657.

Haddii aad doonayso caawinaad ah in lagu turjibaano warbixinta dukumeentigaan ku qoran, fadlan weydiiso in qof ku hadla Inriis uu ku Waco 01753 875657 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 875657 پر کال کر کے اس کی درخواست کرنے کے لئے کہیں۔

SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board

DATE: 14th July 2021

CONTACT OFFICER: Ellie Gaddes, Principal Strategy and Policy Officer

(For all Enquiries) (01753) 875657

WARDS: All

PART I
FOR COMMENT AND CONSIDERATION

SLOUGH WELLBEING BOARD – TERMS OF REFERENCE 2021/22**1. Purpose of Report**

The Slough Wellbeing Board Terms of Reference 2020/21 state that the Terms of Reference for the Board will be refreshed annually. This report provides an opportunity for the Board to review the refreshed Terms of Reference for the 2021/22 year.

2. Recommendations/Proposed Action

That the board review the Terms of Reference and:

- Approve the report for publication, or;
- Suggest any corrections or alterations which are required.

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

3.1 The work of the Slough Wellbeing Board aims to address the four priority areas outlined in the Slough Wellbeing Strategy 2020-2025:

- Starting Well
- Integration
- Strong, healthy and attractive neighbourhoods
- Workplace Health

3.2 The priorities in the Wellbeing Strategy are informed by evidence of need contained in the Joint Strategic Needs Assessment. Therefore, the work outlined in the work programme is built upon the evidence outlined in the JSNA.

3.3 The work of the Slough Wellbeing Board also 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.

3.4 In particular, the work of the Wellbeing Board aims to address Priority One and Two of the Council's Five Year Plan.

4. **Other Implications**

(a) Financial – none.

(b) Risk Management – none.

(c) Human Rights Act and Other Legal Implications - There are 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.

5. **Supporting Information**

5.1 The 2020/21 Slough Wellbeing Board Terms of Reference states that those Terms will be reviewed annually.

5.2 This report provides an opportunity for the Board to review the refreshed Terms of Reference for 2021/22.

6. **Comments of other Committees**

None.

7. **Conclusion**

This report is intended to provide the Slough Wellbeing Board with the opportunity to review the 2021/22 Terms of Reference and make any amendments it feels are required.

8. **Appendices Attached**

A – Slough Wellbeing Board Terms of Reference – 2021/22

9. **Background Papers**

None.

**SLOUGH WELLBEING BOARD
TERMS OF REFERENCE**

JULY 2021



1. Purpose and objectives

1.1 The Slough Wellbeing Board (the Board) will act as a high level strategic partnership for the Borough. It will aim to strengthen partnership working across the borough to maximise resources and make a positive impact on the health and wellbeing of the people of Slough. This will include a focus on opportunities for co-commissioning between partners and co-production with the local population.

1.2 The Board will carry out the statutory functions of Health and Wellbeing Board as set out in the Health and Social Care Act 2012 and all other relevant statutory provision:

- 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 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 East Berkshire Clinical Commissioning Group's Annual Report which describe the extent of their contribution to the delivery of the Joint Health and Wellbeing Strategy.
- To give its opinion, as requested by the NHS Commissioning Board, on East Berkshire Clinical Commissioning Group'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 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.

2. Membership

- 2.1 Board members will be required to represent their organisation with sufficient seniority and influence for decision making. The membership of the Board will consist of:
- The Cabinet Member for Social Care and Public Health
 - The Cabinet Member for Leisure, Culture and Communities
 - The Chief Executive of Slough Borough Council
 - The Chief Executive of Slough Children First
 - The Executive Director of People (Adults) – Slough Borough Council
 - The Executive Director of People (Children) – Slough Borough Council
 - The Director for Public Health (Berkshire)
 - A representative of the Frimley Collaborative Clinical Commissioning Group
 - A representative of Slough Healthwatch
 - The Local Police Area Commander
 - A representative of the Royal Berkshire Fire and Rescue Service
 - A representative of Slough's voluntary and community sector
 - A representative of Slough's Youth Parliament
 - A representative from the Slough Jobcentre (Department of Work and Pensions)
 - Two local business representatives
 - Other members appointed by the Board or the Leader of the Council after consultation with the Board
- 2.2 The two local business representatives will be appointed for a period of two years. No business representative shall be appointed for more than two consecutive terms.
- 2.3 The Board will keep membership under review and make recommendations to Council as required.
- 2.4 Membership of the Board will be reviewed annually.
- 2.5 The Chair of the Board will be required to hold a named delegate list for Board representatives including deputies.
- 2.6 Where any member of the Board proposes to send a substitute to a meeting, that substitute's name shall be properly nominated by the relevant 'parent' person/body, and submitted to the Democratic Services Officer in advance of the meeting. The substitute shall abide by the Code of Conduct.
- 2.7 Board members are bound by the same rules as Councillors, including submitting a Register of Interests.
- 2.8 The following are disqualified from being a Board Member:
- a) Any person who is the subject of a bankruptcy restriction order or interim order; and

- b) Any person who has within five years before the day of being appointed or since his or her appointment has been convicted in the United Kingdom, the Channel Islands or the Isle of Man, of any offence and has had passed on them a sentence of imprisonment (whether suspended or not) for a period of not less than three months without the option of a fine.

Election of Chair and Vice-Chair

- 2.9 Each year, the Board will appoint its own Chair and Vice Chair who must be voting members of the Board. In the absence of the Chair or the Vice Chair the Board shall elect a Chair for that meeting from the members present.

Resignation

- 2.10 Members may resign by giving written notice to the Chair.

Member's roles and responsibilities

- 2.11 All members of the Board will commit to the following roles, responsibilities and expectations:
 - a) Commit to attending the majority of meetings;
 - b) Uphold and support Board decisions and be prepared to follow through actions and decisions obtaining the necessary financial approval from their organisation for the Board proposals and declaring any conflict of interest;
 - c) Be prepared to represent the Board at stakeholder events and support the agreed consensus view of the Board when speaking on behalf of the Board to other parties;
 - d) Champion the work of the Board in their wider networks and in community engagement activities;
 - e) Participate in Board discussion to reflect views of their partner organisations, being sufficiently briefed to be able to make recommendations about future policy developments and service delivery; and
 - f) Ensure there are communication mechanisms in place within the partner organisations to enable information about the priorities and recommendations of the Board to be effectively disseminated.

3. Working arrangements

- 3.1 The Slough Wellbeing Board is a committee of the Council and will adhere to the Constitutional requirements of the Council affecting committees unless alternative provision is made within these terms of reference or the law.
- 3.2 The Board shall schedule meetings at least six times a year.
- 3.3 The Board will meet in public and comply with the Access to Information procedures.
- 3.4 The filming/recording of all public meetings is allowed in accordance with the Council's Constitution.

- 3.5 The Board will hold ad-hoc meetings, workshops and development sessions throughout the year as and where appropriate.
- 3.6 Decision-making will be achieved through consensus reached amongst those members present. Where a vote is required decisions will be reached through a majority vote of voting members; where the outcome of a vote is impasse the Chair will have the casting vote.
- 3.7 All members have an equal vote.
- 3.8 Meetings will be deemed quorate¹ if at least one third of members are present and in no case shall the quorum for the Board be less than 5. If the number of members increases this will need to be reviewed. Where a meeting is inquorate those members in attendance may meet informally but any decisions shall require appropriate ratification at the next quorate meeting of the Board.
- 3.9 The Board will produce an Annual Report which will be shared with all member organisations and published on the Council's website.

4. Relationship to other partnership groups

- 4.1 A network of partnerships groups is already in place which will act as the vehicle for the delivery of the Slough Wellbeing Strategy. The Board will coordinate activity between these and any new groups, to make the best use of resources in achieving common outcomes.
 - 4.2 The Board may establish sub groups or Task and Finish groups to help it undertake its statutory and strategic functions.
 - 4.3 The Board may ask for regular reports from the other partnership groups, at least annually, highlighting any areas the Board may be able to support.
 - 4.4 For the avoidance of doubt these groups are not sub committees of the Council.
 - 4.5 The Board will not exercise scrutiny duties around health and adult social care directly. This will remain the role of the relevant Slough Borough Council's Scrutiny Panel. Decisions taken and work progressed by Slough Wellbeing Board will be subject to scrutiny by the Council's Scrutiny Panels.
- 5. These terms of reference will be reviewed annually and will require the approval of the full Council.**

¹ The Board does not have to comply with Part 4.1 rule 7 of the Council's Constitution.