

Appendix A

Slough Wellbeing Board

Annual Report

2015/16

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1. The purpose of this Report

The intention of this report is to provide a description of the work of the Slough Wellbeing Board. This report provides information about how and why the Board was set up and to explain what it has been doing since it became a Committee of the Council in April 2013.

The principles of the Board include an undertaking to promote openness and transparency in the way that the Board carries out its work and engages with people who use health and care services and the general public.

It is in this spirit of openness that we are producing an Annual Wellbeing Report.

2. Foreword

Welcome to the first annual report of Slough's Wellbeing Board.

It gives me very real pleasure to be able to showcase the Board's achievements so far and which are helping to make Slough a more attractive, healthier and safer place to live and where first class services are provided to those who need it.

Since the Boards inception in 2013, we have made enormous strides in establishing our self as the body to oversee the substantial changes and challenges to the system that plans and provides health, social care and wellbeing services to the people of Slough.

In the run-up to the launch of the new NHS structure in April 2012, one of the few aspects which everyone agreed on was that Health and Wellbeing Boards were potentially a good idea. They were to be the place where, under the umbrella of the council, clinical services could combine with all the other services which shape people's health and wellbeing – notably social care, housing and public health, to tackle not only illness and poor health but also the root causes of ill health and health inequality.

In a system characterised by fragmentation and confused accountability, Health and Wellbeing Boards were seen as being one of the few places where the services that matter to local people could be joined up. This has led to big expectations on the shoulders of Wellbeing Boards that they can solve problems, such as the integration of health and social care services, which governments have struggled with for decades. And while it's fair to say that enormous progress has been made locally the Board is still grappling with some of these issues, including how we make sure that health and social care is organised in the best way possible both to prevent ill-health in Slough and to treat it effectively when it happens.

There are some big challenges in this not least the financial challenges that we all face and the need to reconsider how we all use services, especially our local hospitals and community services. However I think that this, the first Annual Report of the Board, gives the assurance that in Slough we have a Board with members drawn from the Council, the local Clinical Commissioning Group, the Police and Fire services, the voluntary and business sectors and Healthwatch who are committed to

working together to overcome these challenges to improve not only the health but wellbeing of the people of Slough.

We have made a good start - but we still have a lot of work to do and this Annual Report sets out the work that we have done and the work that we are planning to undertake in 2016/17 to ensure that we take much more of a strategic view of the issues facing Slough - by not only drawing on the expertise of our members but also more broadly and from others specifically outside of the health and social care sector.

Our next Wellbeing Strategy, planned for publication later this year, will set out the outcomes that we and our wider network of partners can achieve together to improve both the health and wellbeing of local people.

Councillor Rob Anderson
Chair of Slough's Wellbeing Board

3. Executive Summary

Slough's Wellbeing Board's Annual Report of 2015/16 contains a summary of the business, achievements and progress made towards the Board's main responsibilities during its first three years of statutory operation.

This Report is intended for Board members, stakeholder organisations and members of the public for assurance purposes and contains evidence that the Board is achieving what it set out to do and is meeting its statutory responsibilities.

The Board's key achievements during 2015/16 include:

- Oversight of the development of a number of strategies and action plans;
- Implementation of several national policy agendas: Better Care Fund, Children and Families Act, Care Act and the Transforming Care agenda;
- Partnership working to deliver a number of key local initiatives.

4. Introduction

The origins of Health and Wellbeing Boards

As early as 2010 the government set out its intention to strengthen the role of local government in local health services. It announced that Health and Wellbeing Boards would be established across the country to encourage local authorities to work with NHS partners in organising and providing joined up health and local government services. The proposals to establish local Health and Wellbeing Boards were confirmed as part of the Health and Social Care Act 2012.

Who are we?

The 2012 Act required local authorities to create Health and Wellbeing Boards as a forum where leaders from across the health and social care system work together to improve the health and wellbeing of local residents and reduce health inequalities.

This was part of wider plans to modernise the NHS. These Boards are intended to help communities understand and have a greater say in how health and social care services meet their needs.

Slough's Wellbeing Board was established as a shadow Wellbeing Board in April 2012. A comprehensive programme to support its transformation (from a local strategic partnership – Slough Focus -¹ into a Committee of the Council) and help to shape its future ways of working, competencies and structures was pursued throughout 2012/13. This process culminated in Board being effectively established as a Committee of the Council in April 2013.

The Boards statutory function is to:

- Ensure strong democratic legitimacy and involvement across the health and social care systems;
- Provide system leadership across health and social care;
- Strengthen relationships between health and social care providers;
- Encourage the development of more integrated commissioning of services.

It also has a responsibility to:

- Understand and use health and wellbeing needs, inequalities, risks and assets locally to determine priorities for local action,
- Promote integration and partnership working in addressing these priorities and delivering services, and
- Act as the high level strategic partnership for the borough.

The Board has a small core statutory membership as set out in the legislation, but additional members have been appointed by the Council and/or by the Board itself. The following organisations/sectors were represented on the Board in 2015/16:

- Slough Borough Council
- Slough's Clinical Commissioning Group
- Public Health, Berkshire
- Healthwatch Slough
- NHS England
- Thames Valley Police
- Royal Berkshire Fire and Rescue Service
- Slough's business sector
- Slough's Council for Voluntary Service

The Board is unique as a Committee of the Council in that officers and external representatives can be appointed to it, as full voting members. A list of current members of the Board is attached at Appendix 1.

The Board is also subject to the same openness and transparency rules as other Committees of the Council. It meets every eight weeks and its meetings are open to the public.

¹ Slough has a proven track record of working closely with partners from the various sectors both at the strategic and operational levels. Between 2001 – 2012, Slough Forward, the borough's Local former Strategic Partnership brought together organisations from across Slough and developed some of the borough's earliest combined strategies, including its Sustainable Community Strategy.

The collective work and decisions of the Board are subject to scrutiny through the Council's Health Scrutiny Panel and all of its agendas and minutes of meetings are available at www.slough.gov.uk.

All the decisions taken by Board are recorded and available at www.slough.gov.uk/moderngov/ieListMeetings.aspx?CId=592&Year=0.

The Board does not work alone to improve Slough's health and wellbeing. In order to ensure that the town's former local strategic partnerships² focus on the wider determinants of health (which are key to improving the wellbeing of residents), was not lost during its transition, a number of the priorities which formed a part of towns former Sustainable Community Strategy were incorporated into the Board's 2013 - 2016 Joint Wellbeing Strategy and its governance structure. The sub groups that currently report into the Board include:

- Health and Adult Social Care Priority Delivery Group
- Children and Young People's Partnership Board
- Safer Slough Partnership
- Climate Change Priority Delivery Group

The Board also maintains close links with the towns Adult Safeguarding Board and its Local Children's Safeguarding Board.

What do we do?

The Board's vision is to make Slough a place where ***"People are proud to live, where diversity is celebrated and where residents can enjoy fulfilling, prosperous and healthy lives"***.

The legislation that established the Board gave it a number of specific statutory functions. These are:

- To prepare a Joint Strategic Needs Assessment³ of the health needs of the people of Slough.
- To develop the Slough vision and Strategy for health and wellbeing that connects health, social care and the wider determinants that affect the health and wellbeing of local people, such as housing, the environment and education services.
- To provide leadership and drive delivery to promote the change that's needed across the town to provide better services and better outcomes for communities, families and individuals.
- To encourage integrated working between organisations that plan and deliver health and social care services for local people.
- To encourage close working relations between all partners that plan and provide services that can improve the health and wellbeing of local people.

² *Slough Focus*

³ *Joint Strategic Needs Assessments analyse the health needs of populations to inform and guide commissioning of health, wellbeing and social care services within local authority areas. The main goal of a needs assessment is to accurately assess the health needs of a local population in order to improve the physical and mental health and well-being of individuals and communities. The NHS and upper-tier local authorities have had a statutory duty to produce an annual needs assessment since 2007.*

This means:

- Making a real difference to the health, wellbeing and the life chances of Slough's people by dealing with the really stubborn challenges and closing the inequalities gap.
- Making the Board work more effectively - which involved members signing up to the Board's Strategy and what we all need to do to make it happen. This requires us to make the best use of the collective money and resources available to the people of Slough.
- Leading on Slough's Better Care Fund Plan.
- Ensuring that strategic issues arising from Slough's Adults Safeguarding Board and Local Safeguarding Children's Board inform the work of the Board.
- Receiving the annual report of these safeguarding boards and ensuring that partners respond to issues pertinent to the Wellbeing Board.
- Publishing and maintaining a Pharmaceutical Needs Assessment⁴ for Slough.
- Involving Healthwatch Slough and the local community in the shaping of health and wellbeing services.
- Encouraging new thinking (and working) and behaviour to challenge traditional thinking and ways of doing things where will improve outcomes for local people.
- Contributing to the debate at a local strategic level about the issues that residents say affect them the most. This means collaborating with others to address the issues that cannot be solved by any single organisation and taking actions that not only narrow Slough's health inequalities but also address a range of wider, more cross cutting social and economic issues that impact on resident's wellbeing, such as:
 - Slough's local economy and job market
 - Supporting children and families
 - Developing a vibrant housing sector
 - Fostering safer communities
 - Building a better environment/place

The Board's current work programme is designed around encouraging integrated working across all of the borough's health and social care systems and influencing other key partnerships and agencies to tackle the wider determinants of health through their plans and actions.

To support this, the Board's current Joint Strategic Needs Assessment and Joint Wellbeing Strategy contain a series of recommendations to increase collaboration, encourage local action and improve service delivery so that services are responsive to resident's needs and patients and care users receive the right package of health and social care at the right time and delivered seamlessly.

⁴ *The Health and Social Care Act 2012 Act transferred responsibility for preparation of pharmaceutical needs assessment to Health and Wellbeing Boards. The pharmaceutical needs assessment presents a picture of community pharmacies and other providers of pharmaceutical services, reviewing services currently provided and how these could be utilised further. Community pharmacies can support the health and wellbeing of the population of Slough in partnership with other community services and GP practices. The pharmaceutical needs assessment is also a tool for NHS England and local commissioners to support the decision making process for pharmacy applications and ensure that the services they provide address local needs. In addition to NHS contracts, Slough's pharmacy services support the Wellbeing Board in achieving the health priorities and outcomes outlined in its joint Wellbeing Strategy. Their contributions include signposting, screening, awareness raising, management of medicines and support with monitoring and self-care. In the future, community pharmacists could become involved in more targeted care, working closely with other health and social care providers.*

5. Getting started – a retrospective of early collaboration and the Board's first two years of activity

The following provides a brief summary of the Board's early work:

Key activities in 2013/14

The Board's first year of formal activity focused on building relationships between partners, understanding the complex architecture of both a reconfigured NHS and the local authority, increasing understanding of the multiplicity of services commissioned and provided and their interdependencies and taking the first steps towards creating integrated service. Early work also included carrying out, in conjunction with Board members, the development of a Joint Needs Assessment and Pharmaceutical Needs Assessment for the town for 2013/14, Slough Clinical Commissioning Groups Commissioning Plan for 2014 – 2017 and the implementation of the Board's Joint Wellbeing Strategy for 2013 – 2016.

The Wellbeing Strategy is owned by all the organisations that make up the Board. It builds upon the information in the Joint Needs Assessment which describes the needs of local people. Using this information the Wellbeing Strategy identified the following priorities areas that the Board could support to improve the health and wellbeing of local people.

- Health
- Economy and skills
- Housing
- Regeneration and the environment
- Safer Slough

The Board's current Wellbeing Strategy for 2013 – 2016 can be viewed on the Council's website at www.slough.gov.uk/council/strategies-plans-and-policies/slough-joint-wellbeing-strategy.aspx .

A copy of the town's latest Joint Needs Assessment (which is updated annually) can be viewed on the Council's website at www.slough.gov.uk/council/joint-strategic-needs-assessment/.

A list of all the issues discussed by the Board in 2013/14 can be found at Appendix 2.

A short summary of the progress made against delivering each of the Board's 2013 – 2016 priority areas is provided at Appendix 4.

Key activities in 2014/15

The second year of activity continued to build upon the work that the Board had carried out in year one. The Board focused on monitoring delivery of the shared priorities and increasing its knowledge and influence of existing and developing strategies. It also started to consider what integration might look like in practise in

Slough. Self evaluation ensured that the Board's architecture and governance arrangements were robust and fit for purpose. Key pieces of work included:

- **Refreshing the Joint Needs Assessment** to help the Council, the NHS and local partners understand the range of services that needed to be commissioned in order to improve the health and wellbeing of local people. The needs assessment also makes recommendations based on the latest evidence about the way that these services are run or the sorts of services that need to be put in place in future.
- **Prime Minister's Challenge Fund** – The Prime Minister's Challenge Fund was announced in October 2013 as a way to improve access and innovation in the delivery of GP services. 16 local GPs and their practices worked with local patients on a plan called *Steps to the Future* for improving primary care services across Slough. They listened to what patients said about how things could be improved and put together a bid for funding which included a range of initiatives (such as different practices working together to provide longer opening hours in the evening and weekends, different ways for patients to talk to their GP, improving links with the community and support for patients with long term conditions). This bid was successful and the 16 participating practises were awarded £2.95 million in additional funds to operate a seven day service. These services have now been running for well over a year now and provide routine appointments from 9am to 5pm on Saturdays and Sundays, and on weekdays from 8am to 8pm. The scheme has also proved popular with patients, the public and with GPs, and has helped reduce unplanned emergency admissions to Accident and Emergency.
- **Better Care Fund**- the Better Care Fund was announced by Government in June 2013. The purpose of the Fund is to speed up the local integration of health and social care so that people can have personalised care closer to home. This should, in turn, reduce the number of unplanned admissions to hospitals. The Fund pools a number of separate budgets previously held by Slough's Clinical Commissioning Group and the council for a range of health and social care provisions including reablement, carers' breaks and disabled facilities grants. When the Fund was announced, each health and wellbeing board was asked to produce a local plan by April 2014 (for rollout from April 2015) to demonstrate how health and social care partners would deliver personalised care. The Council and Slough's Clinical Commissioning Group have worked together to develop a plan for the borough, which focuses on delivering increasingly high quality, value for money services and tangible outcomes for patients and service users. Implementation is being overseen by a dedicated Delivery Group and F Joint Commissioning Board with issues escalated to Slough Wellbeing Board, the Clinical Commissioning Groups' Governing Body and full Council, as appropriate.

The Fund provides £8.762 million of funding, through a pooled budget agreement for local spending on health and social care with progress regularly reported to the Wellbeing Board. Initiatives during 2014/15 included the provision of an independent information and advice service and practical support and activities to promote self management, peer support, prevention and the use of personal budgets.

As part of this transformation programme, the Clinical Commissioning Group and the Council also embarked on a programme to ensure patients, their families and

carers, including health and social care practitioners are empowered and enabled to make the right choice and access the most appropriate service to meet their needs.

- **Preparing for the implementation of the Care Act** – Throughout 2014/15 the Board also prepared for the introduction of the Act in April 2015. Partner's policies and procedures were revised to ensure that they were compliant with the new legislation. Training and other learning opportunities were used to help embed a person centred approach and put service users at the heart of our decision making. A number of major projects were also completed to provide support for carers, allow for the introduction of deferred payment agreements for care home costs and improve access to information, advice and independent advocacy services.
- **The Council's Five Year Plan** – The Council's Five Year Plan 2015-2019 was developed using the town's Joint Needs Assessment (and the Slough Story) as its evidence base. This Plan sets out the focus of the Council's work around eight outcomes. These outcomes also collectively support and compliment the Board's Wellbeing Strategy's priorities. The Plan therefore effectively represents the contribution of the Council to the delivery of the Wellbeing Board's priorities for Slough.

A list of all the issues discussed by the Board in 2014/15 can be found at Appendix 3.

6. Key activities and achievements in 2015/16

The Board's third year of activity continued to build upon the work carried out in year one and two. Key pieces of work have included:

Statutory functions undertaken by the Board

- **Expanded the management and content of the Town's Joint Needs Assessment** to include information from the Clinical Commissioning Group, voluntary and community sector and service related information from the Council. The latest version of the Needs Assessment also includes new information on early detection and prevention of cancer, alcohol and liver disease, long term conditions, tuberculosis, dementia, material on early years, offender health, and fuel poverty. This Assessment is now published as a web based resource on the Council's website, which means it can be kept up to date and new information added to it as and when it becomes available. This website also contains links to the evidence used to develop the Assessment so that people can explore a topic in more depth if they wish to do so.
- **Championed and encouraged the increased sharing and use of health and wellbeing data** (in the Needs Assessment) in local Council service planning.
- Continued to identify and oversee opportunities to **integrate and commission** services across the town's health, social care and wellbeing sectors.
- Continued to approve, oversee and sign off Slough's **Better Care Fund**.
- Agreed an updated **pharmaceutical needs assessment** for the town.
- Started to **refresh its Wellbeing Strategy** - Following an extensive review of the Board and its increasing strategic functions (at a development workshop held in

January 2016) it became clear that the Wellbeing Strategy would also benefit from an update.

A refreshed Strategy will be published during the summer of 2016.

Influenced policy and strategy

The Board maintained oversight of a large number of detailed strategies, work programmes and partnership activity to supports the core aims of its Wellbeing Strategy, including:

- Endorsing a five year Get Active Leisure Strategy for Slough;
- Signing up to the Local Government Declaration on Tobacco Control;
- Signing up to the Mental Health Crisis Care Concordat;
- Endorsing Mental Health4Life: Building Resilient Communities- Sloughs' Children and Adults Mental Health Strategy for 2015 – 2019;
- Endorsing a Promoting and supporting the wellbeing of residents with the voluntary sector 2015 – 2020 Partnership Strategy;
- Endorsing Slough Clinical Commissioning Groups report on GP planning;
- Endorsing Slough's Child Poverty Strategy for 2015 - 2018;
- Endorsing Slough's Children and Young People's Partnership Plan for 2015 - 2016;
- Endorsing Slough Borough Council's Five Year Plan - Refresh of outcomes for 2016 – 2010.

The Board also considered, commented on and championed:

- Healthwatch Slough's research in access to extended hours primary care appointments;
- Healthwatch Slough's research into the experiences of deaf and hard of hearing people's experiences when accessing health services across the borough;
- The Director of Public Health's Annual report for 2015/16;
- Healthwatch Slough's Annual Report 2014/15.

Encouraged the appropriate and effective use of services

The Board continues to promote integrated working through shared priorities, plans, action and continuing to develop relationship between partners and stakeholders. Examples of this include:

- Improving access to information, advice and independent advocacy for service users as part of the implementation of the Care Act 2012 Care Act;
- Transforming health and social care services through the development of an updated Better Care Fund Plan 2015/16;
- Investing in initiatives to support an anticipated increase in demand throughout the winter of 2015/16 at Heatherwood and Wexham Park, by improving hospital Operational Resilience and Capacity Planning, discharges and avoiding unnecessary hospital admissions during the winter of 2015/16;

- Endorsing and trialling the introduction of a Mental Health Triage Programme across Slough;
- Endorsing the introduction of web based sexual health services for young people across Berkshire.

Fostered a more strategic approach to joint working from across the wider partnership network in Slough

The Board received reports from the following sub groups, partners and partnerships:

- The Safer Slough Partnership's Strategic Assessment 2014/15;
- Slough's Local Annual Safeguarding Children Board's Report 2014/15;
- Slough Safeguarding Adult Board's Annual Report 2014/15;
- The Climate Change Priority Delivery Group's annual report into its climate change and carbon management plan activities;
- Slough Youth Parliament's manifesto commitment regarding young people's mental health.

Strengthened its governance and accountability structures

The Board took time during the year to refresh the governance structures within which it operates in order to ensure that it was fully aware of the extent and limitations of its statutory powers and duties. This work stream involved:

- Reviewing the Board's effectiveness early in 2015 with the assistance of the Local Governance Association and Kings Fund;
- Developing and agreeing an Overarching Information Sharing Protocol to manage the lawful exchange of information and data between Board members;
- Developing templates and guidance for the Board's sub groups to use when developing their own Information Sharing Agreements;
- Agreeing a Protocol with the Local Safeguarding Children's Board and the Adults Safeguarding Board to agree how these bodies would work together to safeguard and promote the welfare of children and adults;
- Developing and publishing dedicated web pages about the Board and its work;
- Refreshing its Terms of Reference and other governance structures in light of feedback provided by participants at the Wellbeing Board's development workshop in January 2016.

In addition, Democratic Services and policy leads reviewed the Boards planning and reporting arrangements and introduced a number of improvements, including:

- Refreshing the Board's template for reports to include a summary, address key questions and inform the Board if noting, discussion or decision was required;
- Creating a meeting schedule to provide a consistent process for report submission;

- Developing and publishing a forward plan/forward work programme to effectively plan the business of the Board;
- Publish a quarterly Newsletter to help inform the wider partnership about the work of the Board and subgroups. Copies of these newsletters can be found at www.slough.gov.uk/council/strategies-plans-and-policies/slough-wellbeing-board.aspx.

Facilitated Member and Board development

The Board agreed at an early stage that its success would depend on a high level of understanding, trust and collaboration. The Board's success requires a combination of being agile enough to respond to challenges but also to have clarity and robust arrangements for conducting its business. Members committed to making time for individual and shared development so that the Board had strong foundations for the future. This included participating in:

- Member development sessions/ opportunities
- The Local Government Associations South East Area Chair and vice chair network
- Local Government Associations leadership workshops
- Outcomes and visioning workshops

7. Future plans and activities

The ability of the Board to manage the structural and financial challenges posed by current financial settlements, public sector reform and the public expectations with regard to the delivery of local services will be tested in the coming years.

The Board began a comprehensive review of its Wellbeing Strategy and the governance structures needed to deliver it, at a development workshop held in January 2016. There was broad agreement amongst Board members at this event that the Strategy and the five priorities areas that sit beneath it should be refreshed and updated to align with this evolving context and associated programmes of work.

A refreshed Wellbeing Strategy, setting out the Boards future priorities for reducing health inequalities and improving resident's health and wellbeing outcomes will be published during the summer of 2016.

Appendix 1: Members of Slough Wellbeing Board 2015/16

- Councillor Robert Anderson, Leader of Slough Borough Council (Chair)
- Lise Llewellyn, Director of Public Health, Berkshire (Vice Chair)
- Councillor Sabia Hussain, Commissioner for Health and Wellbeing, Slough Borough Council
- Ruth Bagley, Chief Executive, Slough Borough Council
- Jane Wood, Strategic Director of Wellbeing, Slough Borough Council
- Simon Bowden, Thames Valley Police
- Ramesh Kukar, Chief Executive, Slough Council for Voluntary Service
- Dr Jim O'Donnell, Slough's Clinical Commissioning Group
- Les O'Gorman, Business representative
- Naveed Ahmed, Business representative
- Rachel Pearce, NHS England representative
- Dave Phillips, Head of Prevention and Protection, Royal Berkshire Fire and Rescue Service
- Colin Pill, Healthwatch Slough

Appendix 2: Issues discussed by the Slough Wellbeing Board in 2013/14

- Annual review of the Slough Wellbeing Board's activity and effectiveness
- Autism Self Evaluation by Public Health England
- Berkshire Public Health spending
- Better Care Fund and Local Delivery Plan
- Department of Health funding transfer to social care services
- Disabled Children's Charter
- Governance arrangements for the Slough Wellbeing Board
- Introduction to Healthwatch Slough
- Living together : A Community Cohesion Strategy for Slough 2013 – 2018
- Measles, Mumps and Rubella (MMR) Vaccination Programme
- Pharmaceutical Needs Assessment
- Place Shaping Programme
- Primary Care Trust Funding transfer to social care services
- Protocol between Slough Wellbeing Board and Slough's Children and Young People's Partnership Board
- Protocol between the Slough Wellbeing Board and Scrutiny
- Public Health Strategy
- Refresh of Slough's Children and Young People's Partnership Plan 2013 - 2015-
- Safer Slough Partnership's Strategic Assessment for 2013/14
- Slough Borough Council's Housing Services update
- Slough Clinical Commissioning Group's (CCG) Commissioning Plan 2014 – 2017
- Slough's Adult Safeguarding Board's Annual Report 2012/13
- Slough's Joint Strategic Needs Assessment for Slough 2013/14
- Slough's Local Safeguarding Children's Board's Annual Report 2012/13 and Business Plan
- Strategic Asset Planning report – options for improving primary care access
- Climate Change Priority Delivery Group's update on their climate change and carbon management activities
- Update on the activities of Healthwatch Slough
- Upgrade to Slough Trading Estate's Multi-fuel site

Appendix 3: Issues discussed by the Slough Wellbeing Board in 2014/15

- Annual review of the Slough Wellbeing Board's activity and effectiveness
- Better Care Fund Pooled Budget Agreement for 2015/16
- Child Adolescent Mental Health Strategy for Slough
- Climate Change Priority Delivery Group's annual update on climate change and carbon management activities
- Disbanding of the Skills, Enterprise and Employment and Community Cohesion Priority Delivery Groups
- Healthwatch Slough's annual report for 2013/14 and work programme for 2014/15
- Heatherwood and Wexham Park Hospitals' Operational Resilience and Capacity Planning for 2014/15
- Information and data sharing arrangements

- Introduction of the Care Act – Transforming care and support
- Joining the Dots – Slough's Joint Autism Strategy 2014 – 2017
- Local response to the Winterbourne View concordat
- Mental Health Crisis Concordat
- NHS England funding transfer to social care 2014/15
- Pharmaceutical Needs Assessment – final document
- Place shaping project – Impact 1 year on and forward planning
- Primary care co-commissioning arrangements
- Prime Ministers Challenge Fund Pilot to improve primary care access
- Recruitment of two business sector representatives to the Slough Wellbeing Board
- Revised Terms of Reference of Slough's Children and Young People's Partnership Board
- Self care, personal responsibility and engagement task and finish group final report
- Review of Slough Wellbeing Board's governance arrangements
- Re-commissioning of the borough's sexual health services
- Slough Borough Council's Housing Services update
- Slough Borough Council's Five Year Plan 2015 - 2020
- Slough Clinical Commissioning Groups (CCGs) Five Year Plan (final draft)
- Safer Slough Partnership's Strategic Assessment for 2014/15
- Slough Wellbeing Board's development plan
- Slough Wellbeing Boards' communications and engagement
- Slough Adult Safeguarding Board's Annual Report 2014/15
- Slough's Local Safeguarding Children's Board's Annual Report 2014/15
- Transfer of commissioning responsibility for health visitors and family nurses to Slough Borough Council
- Update on CAMHS pathway mapping and app development

Appendix 4: Progress made towards achieving Slough Wellbeing Board's the key priorities

The Board's 2013 – 2016 Joint Wellbeing Strategy includes five overarching priorities to help make Slough a better place to live, work and visit by 2028. This appendix gives a position statement on each of these priorities:

- **Health - Slough will be healthier with reduced inequalities, improved wellbeing and opportunities for our residents to live positive, active and independent lives.**
Life expectancy for children born in Slough today is now higher than ever before. However, despite these gains, healthy life expectancy is dropping. That is to say that while we are now succeeding in helping many more residents to live longer, the length of full health enjoyed by those residents is shorter. Inequalities in health also remain a key issue both nationally and locally, and while the gap in life expectancy between Slough's most and least deprived communities is narrowing; and inequalities due to deprivation in a number of wards, previously ranked as some of the most deprived in England,

are decreasing, we are still seeing poorer health outcomes on average for some within our communities. The borough's health and social care providers therefore have a key role to play in contributing to the delivery of the Wellbeing Board's health and wellbeing priorities, which include reducing the number of cases of disease related to unhealthy life styles (such as cardiovascular disease), increasing adults levels of physical activity (through the Partnerships new leisure strategy), reducing admissions to hospital and in increasing the uptake of preventative health services (such as screening and immunisation services) in those groups who experience the most ill health.

- **Economy and Skills - Slough will be an accessible location, competitive on the world stage with a sustainable and varied business sector and strong knowledge economy, supported by a local workforce who has the skills to meet local businesses' changing needs.**
Slough's economic conditions remain both fast changing and optimistic. The

global financial crisis and recession which followed placed pressure on some of our businesses and on our local economy. Fortunately we have left this period in reasonably good economic shape and now have a thriving £9 billion economy and ambitious plans for the future. We continue to be one of the top three most productive towns in the UK outside London and are home to the highest concentration of European head quarters in the UK. Companies continue to locate to Slough because of our location, accessibility to valuable markets and highly competitive and dynamic business environment. We cannot be complacent though: our Economic Development Plan for Growth highlights the need for us to improve and build on what's been achieved so far and use our strengths to maintain our resilience in the face of ongoing financial and economic pressures. In particular, we must ensure that Slough continues to be the premier location of choice for businesses of all sizes to locate, start, grow and stay. Our Smart City ambitions will further develop the ICT sector by promoting engagement and partnership opportunities in exploring solutions for more effective council service delivery. There is also a continuing need to ensure that local people have access to the towns many employment opportunities. Our Economic Development Plan for Growth has helped improve the job prospects of hundreds of local people in the two years since it was launched. Local action continues to be directed to raise these and other skills amongst our most disadvantaged groups to enhance opportunities for work. Education remains one of the key routes out of poverty and disadvantage to a good job and adequate income. Unfortunately employment prospects remain bleak for those without at least a good grounding in the basic skills.

- **Housing – Slough will possess a strong, attractive and balanced housing market which recognises the importance of housing in supporting economic growth.**

Demand for housing of all tenures in Slough remains high with increasing competition from London boroughs. Slough's close proximity to the capital makes it an attractive alternative to the high house prices and increasingly high rents in London. In response to this

increased demand, the council has embraced the opportunity to build new homes and had set an ambitious target of delivering 555 new homes each year. In recognition of the role that the private rented sector has to play, much work has been done to engage with private landlords, offering incentives to encourage them to accept nominations from the council to house homeless families, whilst the council's Regulation Team have embraced the powers that are available to drive up the quality of private rented accommodation. The Money to Move scheme is also being used to incentivise people who are under-occupying their home, to move them into more suitably sized accommodation and make better use of the council's housing stock. All of the council's stock now meets the Decent Homes Standard and there is a robust programme of improvement works in place to further enhance the quality of these homes. Emerging government policy will undoubtedly prove challenging to the service over the coming years. These impacts are currently being analysed and where possible will be mitigated to ensure that a range of affordable housing is available to those residents who wish to live in the borough. This information will also feed into the borough's forthcoming Local Development Plan and Housing Strategy on which the public will be consulted in 2016.

- **Regeneration and the environment - Slough will be distinctive from our competitors, harnessing the diversity and creativity of our people and our customers and physical fabric to create an attractive local environment for our residents and businesses.**

The borough's long term regeneration programme has (and will continue) to bring about significant investment and improvements to the living environment of a number of our communities. This applies to housing as well as the quality of public and green spaces in and around the places where people live, work and play. The Heart of Slough regeneration project is already having a positive impact on the High Street and will allow more people to live and work in the centre of town. A number of other projects are also underway to develop our retail sector and create a vibrant town centre for residents. National infrastructure projects such as

Crossrail, Western Rail Link to Heathrow and Heathrow expansion will also further enhance our connectivity and increase our global attraction for international and national businesses. Our Local Transport Plan has also brought about significant improvements to our road infrastructure and public transport systems. The ability to find work and key services in critical in addressing local health inequalities and other forms of social advantage.

Accessibility planning has helped eliminate a number of the obstacles faced by disadvantaged groups and our communities in accessing work, schools, healthcare and shops. The borough's health and social care providers continue to have a vital role in supporting and contributing to the town's planning processes.

- **Safer communities – Slough will have levels of crime and disorder that are not significantly higher than any other town in the Thames Valley.** *Despite Slough being considerably safer than three years ago, crime is still a difficult issue for some of our communities. We have seen significant reductions in vehicle crime, criminal damage, and burglary. Incidents of violence against the person, robbery of personal property, domestic burglary, domestic abuse and substance misuse – all of which tend to be concentrated in areas of high social deprivation (and are reflected in high levels of nuisance and anti social behaviour) continue to be a priorities for the borough's Safer Slough Partnership (SSP).*