

Appendix A

DRAFT SLOUGH WELLBEING STRATEGY 2016-2020 JULY 2016

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1. FOREWORD

Our consistent vision is to make Slough a place where

“People are proud to live, where diversity is celebrated and where residents can lead safe, fulfilling, prosperous and healthy lives.”

We have a fantastic community and set of agencies working to achieve this vision. The Slough Wellbeing Board is at the heart of a network of partnerships, constantly looking for ways to improve people’s lives by working better together.

Since forming in 2013, we have concentrated on being able to achieve locally the nationally set criteria for partnership working – to reduce health inequalities; to improve wellbeing by tackling the wider determinants of health; and to drive collaboration, integration of local services and joint commissioning.

The refresh of this Strategy has provided an opportunity for the Slough Wellbeing Board to reset its ways of working and ensure greater focus on priorities where it can make a difference. In Slough we have sought to go beyond the statutory requirements and use our partnership to set strategic direction.

The Wellbeing Board is a genuine partnership drawn from representatives across the public, private and voluntary sectors. What we all have in common is the people of Slough – whether as residents, customers, service users or patients we are all working with the same population.

In a climate of ongoing austerity and change the case for partnership working has never been stronger. We will continue to look for opportunities to work together wherever possible to achieve the best outcomes for the people of Slough.

This Strategy sets out our vision for the next four years. We have highlighted four key priorities where we believe we can begin to make a real difference over the year ahead. We will review this on an annual basis to ensure that our collective partnership remains focussed on achieving the right outcomes for Slough.

Slough is a unique place and people who live or work here are passionate about both the community and the place. I am delighted to be in a position as chair of the Wellbeing Board where I can support the ambitions of our partners to realise the best outcomes for Slough and I look forward to working with you.

Chair of the Slough Wellbeing Board

2. INTRODUCTION

Purpose of the Strategy

This is the second Joint Wellbeing Strategy for Slough which is our overarching plan to improve the wellbeing of residents and reduce health inequalities across the borough.

It has been developed by the Slough Wellbeing Board, a partnership which is made up of agencies across the public, private and voluntary sectors.

The Slough Wellbeing Board

Every local authority is required to have a Health and Wellbeing Board as a committee of the local authority. However, the task of improving wellbeing is not something that local authorities can do alone and therefore the Board includes partner agencies operating in the borough.

In Slough we have made a deliberate decision to widen membership beyond the statutory requirements. We have also called our overarching partnership the Slough Wellbeing Board rather than a Health and Wellbeing Board – this is more than a symbolic gesture; it focuses our attention on being able to tackle the wider determinants of health to improve wellbeing rather than being constrained by operational health issues.

The Wellbeing Board consists of senior representatives from:

- Slough Borough Council
- NHS
- Slough Clinical Commissioning Group
- Healthwatch Slough
- Thames Valley Police
- Royal Berkshire Fire and Rescue Service
- Slough CVS
- Business sector

The Board has a set of statutory responsibilities which are set out at Appendix 1.

The approach we have taken in Slough to include a wider range of agencies and sectors alongside those who commission health and social care services means that we can meet the need to jointly commission and integrate services while also being able to act as the strategic partnership for the borough. In broad terms our aims are to:

- Improve health and wellbeing
- Reduce gaps in life expectancy across Slough
- Focus on the wider determinants of health such as education and training, housing, the economy and employment and
- Commission better, more integrated and efficient health and social care services.

The Board is committed to being able to give the public a voice in shaping health and wellbeing services in Slough. Over the year ahead we will look for ways in which we can build on how we currently engage with people as individual agencies and look for opportunities to coordinate this.

How the Strategy was developed

The strategy was developed following consultation with partner agencies during 2016. A workshop was held in January which brought together representatives of the key partnerships operating across the borough. The priorities for the year ahead were tested in an online consultation and survey. The Wellbeing Board has shaped the strategy and priorities to reflect the responses received.

The Joint Strategic Needs Assessment [\[insert link\]](#) and Slough Story [\[insert link\]](#) provide the evidence base that informs the needs of the population of Slough. A summary of the key issues facing Slough that this Strategy seeks to address are set out below.

Slough's total population in 2015 was estimated to be 144,734 which comprises 40,561 children (those aged less than 18) as well as 91,255 of 'working age' (those aged 18 to 64) and 13,918 'older people' (aged 65 or above). Our population is therefore young, dynamic and growing.

Our location, excellent transport links to London and the rest of the South East and proximity to Heathrow airport have helped us become the third most productive town in the UK, with a £9 billion economy. We are ranked sixth in the country for the number of business start-ups and are attracting new business at a faster rate than anywhere else in the UK. There were approximately 87,000 jobs in Slough in 2013.

We have a long history of ethnic and cultural diversity that has created a place that is truly unique and valued by those who live and work here. 45% of our population is white or white British, 40% is Asian or Asian British and 15 % Black or black British, mixed race or other.

We have a number of neighbourhoods that include households facing multiple challenges, for example, with no adults in employment, low incomes, children living in poverty and poor quality housing. These factors can lead to inequalities in health and wellbeing.

Life expectancy varies between wards with men expected to live on average until 78.6 while women are expected to live until 82.9. The number of older people in the borough is increasing and people will live longer but with poorer health. Around 19,000 adults in Slough have a limiting long term illness or disability and around 3,000 are economically inactive due to a long term sickness. 62% of Slough's adults are excessively overweight and 25% are obese. Diabetes, cardiovascular disease, strokes, chronic respiratory disease and cancer are the biggest causes of death in Slough and account for much of the inequalities in life expectancy within the borough.

3. OUR PRIORITIES

The Strategy is focussed on four key priorities to improve the health and wellbeing of the people in Slough:

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

These priorities have been selected on the basis that as there is no single agency or group already addressing them we can all make a difference. We have deliberately set out not to duplicate activity already taking place. So, for example, we did not select tackling crime as a priority as this is something that the Safer Slough Partnership is leading on and effectively coordinating a multi-agency and community approach already.

The priorities are cross-cutting in nature in that they are relevant to us all and we also have the opportunity to directly or indirectly improve outcomes in these areas through the work that we do. Often strategies can fail because they are trying to tackle everything at once against a vision that may sound laudable but is ultimately insufficiently focussed on where real difference can be achieved.

For each of the four priorities the Strategy explains why this is a priority; our ambitions and what we will do to achieve this. The Wellbeing Board will look for every opportunity to raise awareness of its work and that of the wider partnership so that we can collectively make a real difference in these areas over the year ahead. That should give us the momentum needed to ensure that progress continues in the future.

We will review this approach annually and check whether there is a need to focus on a different set of priorities for the next year.

The Wellbeing Board has adopted five key principles that underpin our approach to delivery of the Strategy – we will:

- Focus on prevention, early intervention and health promotion
- Provide opportunities for individual and community empowerment and volunteering
- Promote a culture of self care and personal responsibility
- Achieve more for less by making the very best use of resources.
- Engage in an on-going dialogue with our residents, communities and patients.

Priority 1: Increasing life expectancy by focussing on inequalities

What the evidence tells us

There is a wealth of evidence that points to how life expectancy can be increased by improving inequalities. The Joint Strategic Needs Assessment is the primary source of information about the specific factors in Slough.

There are large disparities between the most and least deprived parts of the borough: the life expectancy gap is 8 years lower for men and 6 lower for women from the most to least deprived parts of the borough.

The number of people with long term conditions is increasing – the main health problems and causes of death in Slough include cardiovascular disease, stroke, obesity, diabetes, cancer and chronic obstructive pulmonary disease.

These can be tackled by changes in lifestyle, increasing rates of physical activity, improving diet, drinking less alcohol and stopping smoking.

Our ambitions

This priority is not just about people living longer but is intended to increase people's healthy life expectancy. In other words, it is about improving people's quality of life as they get older.

Tackling this priority cannot start early enough in people's lives and our ambitions are to make Slough a healthy place to live so that every resident enjoys lasting good health.

We therefore want to prevent people from developing long term conditions in the first place. This means we want a borough that enables people who want to make the healthy choice the easy choice – whether that be eating well, being more active, quitting smoking or reducing drinking. We want people to be more informed about what constitutes a healthy lifestyle and to be aware of the support available to help them achieve this.

If people can start to take a more proactive role in managing their own health and wellbeing we can ensure that resources are targeted to those people and carers who need it most. We need to ensure that people are taking up immunisations, early screening and health checks. We want people and communities, including employers, to play a greater role in supporting each other to live longer and healthier lives.

What we will do

We will develop a Prevention Strategy for the borough that sets out the Local Authority and the Clinical Commissioning Group's plans for meeting the future health prevention needs of Slough's residents. As a partnership we will ensure that we are able to effectively signpost people to help and support available to enable them to do more for themselves. For example the Slough Health.org website will be updated to

publicise and promote a range of activities open to residents. The work covered by the Sport and Physical Activity Strategy is a further example of how we are working to improve health and wellbeing.

The Better Care Fund is a key driver for greater integration of health and social care services in Slough. This is important if we are to make the best use of scarce resources. The Frimley Sustainable Transformation Plan will bring about a genuine and sustainable transformation in patient experience and local health outcomes.

We will work with the voluntary and community sector to make the most of capacity in the community. The Council's Adult Social Care team have developed an Asset Based Community Development project to support people to source their own support and care from community assets and live independently for as long as possible.

The Council is developing a new Local Plan which sets out a vision for the borough in 20 years time and the land use plan to facilitate delivery. This provides the opportunity to ensure that we are using this to design in opportunities for people to lead active and healthier lifestyles.

Priority 2: Improving mental health and wellbeing

What the evidence tells us

On average, 1 in 4 people will have a mental health problem at some point in their lives. Good mental health is increasingly being recognised as being as important as good physical health.

We know that mental health is not just a problem for adults but is becoming more of a concern among young people who are struggling to cope with the pressures of everyday life. Mental health covers a spectrum from mild anxiety through to stress and depression. This has implications for people's physical health and can therefore contribute to long term conditions that the first priority in this strategy is seeking to tackle. People with long term mental health problems are also at increased risk of social exclusion, worklessness, poor housing, isolation and poverty. In extreme cases mental health and depression can lead people to suicide.

Despite high levels of mental illness in Slough, a large proportion of residents do not seek help.

Our ambitions

We need to use our collective networks to promote the support available and opportunities that would positively impact on mental health and wellbeing.

We want our children and young people to be emotionally and mentally resilient and have a positive outlook on life. Mental health services need to be centred on the person - wrapped around an individual, their family and their carer's needs. To improve services so that they are flexible and integrated requires a 'whole system' approach that enables people with mental ill health to be supported in the community to live independently and lead fulfilling lives.

We want people to feel able to seek help and not be afraid of doing this. Crucially therefore we need to end the stigma surrounding mental health.

Our ambitions are to ensure that all people in society have good mental health and wellbeing – from children and young people to adults and older people.

What we will do

We will coordinate across agencies the various initiatives and support available so that we can all better publicise, promote and signpost people to get the help they need. These include the new online counselling service for young people at www.KOOTH.com and the mentalhealth4life website <http://mentalhealthforlife.org>.

We will train professionals working with children and young people in mental health first aid so they can identify the triggers earlier and prevent issues escalating. A new Adult Mental Strategy will underpin our approach to improving mental health.

A mental health triage pilot for East Berkshire is being developed to provide better and more effective early intervention for those in crisis.

We will not treat mental health as a separate issue but instead we will embed means by which we can promote good mental health in our plans and strategies. We will also look for opportunities to run campaigns to tackle the stigma associated with mental health.

As well as doing everything we can to prevent people developing mental health problems in the first place, we will also ensure that we have joined up approaches between agencies so that those people with problems can recover. People need to be able to feel they are in control of their lives and tackling this issue is an important means by which we can all help to achieve this.

Priority 3: Housing

What the evidence tells us

The links between housing and wellbeing are well documented – where people live can have a significant impact on the quality of their lives. There are strong evidential links between the quality of someone's home and their life chances – including educational attainment for children and young people, employment prospects, social participation and sense of belonging to a local community.

On top of these issues there are strong links between the quality of housing and physical health. Damp, mouldy and cold housing increases the risk of respiratory conditions such as asthma. Around 1,400 households do not have central heating and cold housing is a major factor in excess winter deaths. Fuel poverty is a rising concern.

In Slough 20% of households in Slough are overcrowded compared to 8% across England. 28% of the borough's private rented housing and 34% of its privately owned sector are categorised as 'non decent'. The combination of rapidly increasing property prices and low incomes means that some people are unable to move into larger, better quality housing. People who are homeless, living in temporary accommodation or move around a lot may not be registered with a local GP or be known to local health services. This makes monitoring the health of people difficult and can put them at added risk.

Our ambitions

We want to see a mix of housing in terms of tenure and size that meets the needs of the current and future population. We need better quality housing – not just Council owned housing, but across the privately rented and owned sectors too.

We want an increase in the number of new homes that are built and that are affordable as well. This means looking at the way we design housing and considering how we can accommodate the number of homes needed to meet the projected increase in our population. We need to look at the opportunities offered to incorporate housing within regeneration projects such as those planned in and around the town centre.

Our ambitions to tackle the wider determinants of health and wellbeing associated with housing include being able to support more people to live independently in their own homes and in their community. We want to be able to reduce inequalities between neighbourhoods so that Slough is a healthy place to live.

What we will do

The Council is leading an important piece of work to review its Housing Strategy for the borough. This will ensure that our plans reflect local demand both now and in the future. The Housing Strategy is being developed alongside the borough's Local Plan. This will set out the vision for the borough in 20 years and provide the

planning policy framework for new housing in appropriate locations across the borough. Planning can also be used to design out crime in new developments.

The local authority will use the findings from its stock condition survey to inform its repairs, maintenance and investment programmes. We will work with private landlords and their tenants to improve the quality of private rented accommodation in Slough.

Working in partnership is key to the achievement of the ambitions under this priority. We will need to work closely with registered providers to deliver much needed affordable homes in the borough and with private sector landlords to secure access to properties for local people and to prevent homelessness.

We need to be able to work together as agencies operating in Slough to identify people who are vulnerable or at risk and provide them with help and signposting to support. We can also help to restore people's pride in their environment and neighbourhood, while building a stronger and more resilient community.

Priority 4: Protecting vulnerable children

What the evidence tells us

Safeguarding children is everyone's responsibility. We all have an important role to play to promote their welfare and protect them from harm.

Vulnerable children who are at risk from abuse or neglect are far more likely to have serious and long-lasting problems in terms of their physical and mental wellbeing. Whilst education for the vast majority of Slough's children and young people is extremely good, the educational performance of our looked after children at GCSE is poor:

Since 1 October 2015, the Slough Children's Service Trust has been responsible for safeguarding and providing services for children in need. There were 3,829 children in need in Slough in 2014/15.

Our ambitions

Clearly we want all children to be safe and protected from abuse and neglect.

All children should have the opportunity to achieve the best in life.

More young people should be able to leave education with the qualifications and skills they need to fulfil their aspirations.

We will work to ensure that Slough's Children's services are rated by Ofsted as 'good'.

What we will do

We will work with partners to develop effective safeguarding arrangements that contribute to the vision of the Slough Children's Service Trust, which is to ensure that 'children in Slough are safe, secure and successful.'

As a network of partners operating across the borough, we will raise awareness of safeguarding issues for the protection of our children and young people. The promotion of the welfare of children should be embedded as an objective in our partners' strategies and plans.

We will ensure that we raise awareness of the early signs of danger and how children can seek help and support for a range of risks. These include internet safety; child sexual exploitation, grooming and exploitative relationships; and Female Genital Mutilation.

We will put in place transparent governance arrangements and clear lines of accountability between local bodies that have a duty to safeguard children and promote their wellbeing. We will work with the key agencies responsible for children including the Trust, local authority and Slough's Local Safeguarding Children's Board to ensure our processes are robust.

As a wider partnership we will work to ensure that all looked after children receive a good education and a universal health offer. This will include ensuring that the Council's Education Strategy sets out how to improve the educational attainment and skills of all our children and young people.

As residents and communities we can also help by reporting any concerns about the welfare of children and young people to the appropriate authorities.

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3. DELIVERY - How the Wellbeing Board works with the key partnership groups in Slough

Alongside the work to refresh the Wellbeing Strategy the Wellbeing Board has also reviewed its role.

The Board has sought to ensure it is able to play a more strategic role so that it can have genuine influence and set direction. To achieve this it requires an effective partnership network to undertake operational delivery and 'heavy lifting'. The Board will seek to better coordinate activity and ensure greater clarity of accountability and ownership of agendas across and between the wider partnership and the Wellbeing Board.

We have looked at the wider partnership network and made recommendations to ensure that we are maximising the resources and capacity of our whole system for the benefit of Slough.

We will set Terms of Reference that enable closer partnership working but are proportionate in terms of governance and reporting requirements. If we over-process the partnership in Slough we will stifle innovation and creativity. A number of groups already have clear governance and accountability arrangements and it would not be appropriate to suggest that they are all responsible to the Wellbeing Board. However the new arrangements are intended to better map the extent of activity so that it can be coordinated more effectively.

The Board will retain its status as a serviced Committee of the Council and be able to fulfil statutory requirements of a Health & Wellbeing Board.

The diagram below shows how the Wellbeing Board will act to 'hold the ring' for the partnership network, coordinating activity to make the best use of resources in achieving common outcomes.

Diagram summarising key partnership groups in Slough



*The Place & Regeneration agenda will be covered by Slough Urban Renewal; Transport Forums; Housing

Quick guide to key partnership sub groups and strategies

Partnership	Key sub groups	Key strategies
Health and Adult Social Care Partnership Delivery Group	<ol style="list-style-type: none"> 1) Autism Partnership 2) Carers Partnership Board 3) Learning Disability Partnership Board 4) Mental Health Board 5) Dementia Partnership Board 6) Older People's Partnership Board 7) BCF Programme Board 8) VCS Steering Group 	<ul style="list-style-type: none"> • 5 Year Plan • Autism Strategy • Carers Strategy • Learning Disabilities Plan • Commissioning Strategy for Adult Social Care • Sustainable Transformation Plan • Slough CCG Plan • Voluntary and Community Strategy • Prevention Strategy
Children and Young People's Partnership [currently being reviewed]	<ol style="list-style-type: none"> 1) Health Sub-Group 2) Early Help Sub-Group 3) Achieving Sub-Group 	<ul style="list-style-type: none"> • Children and Young People's Plan 2015 /16 • CAMHS Strategy • Joint Ofsted Delivery plan
Local Safeguarding Children's Board [statutory] Slough Safeguarding Adults Board [statutory]	<ol style="list-style-type: none"> 1) Child Sexual Exploitation and Trafficking Strategic Sub-Group 2) Serious Case Review Sub-Group 3) Female Genital Mutilation Sub-Group 4) Pan Berkshire groups 	<ul style="list-style-type: none"> • SLSCB Business Plan • Slough Safeguarding Board Strategic Business Plan • Annual Safeguarding Reports • Joint Ofsted Delivery plan
Safer Slough Partnership [statutory]	<ol style="list-style-type: none"> 1) Drug and Alcohol Action Team 2) Domestic Abuse Operation Group 3) Strategic Child Sexual Exploitation Group 	<ul style="list-style-type: none"> • 5 Year Plan • Community Cohesion Strategy • Annual Safer Slough Partnership Strategic Assessment • Domestic Abuse Strategy • Counter-Terrorism Strategy • National Prevent Strategy
Strategic Skills & Employment Group		<ul style="list-style-type: none"> • 5 Year Plan • Thames Valley Local Enterprise Partnership's Strategic Economic Plan for Berkshire
The Place & Regeneration agenda will be covered by Slough Urban Renewal; Transport Forums; Housing	<ol style="list-style-type: none"> 1) Slough Urban Renewal 2) Slough Regeneration Partnership 3) Berkshire Strategic Transport Forum 4) Heathrow Strategic Partnership 5) HS2 Assurance Working Group 6) Local Transport Board 7) SEGRO Partnership Group 8) Slough Business Community Partnership 	<ul style="list-style-type: none"> • 5 Year Plan • Local Development Plan • Local Transport Plan • Housing Strategy • Centre of Slough Strategy • Asset Management Plan • Economic Development Plan • Air Quality Management Plan • Carbon Management Plan

APPENDIX 1:

Statutory responsibilities of the Slough Wellbeing Board as set out in the Health and Social Care Act 2012

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