

SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board Working Group

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WARD(S): All

FOR COMMENT & CONSIDERATION

STRONG, HEALTHY AND ATTRACTIVE NEIGHBOURHOODS UPDATE

1. **Purpose of Report**

To update the Wellbeing Board on the progress of embedding a Locality model of working across the council and with partner agencies, and to feedback on the roll-out of Strong, Healthy and Attractive Neighbourhoods. The report also considers the future delivery of Strong, Healthy and Attractive Neighbourhoods in light of the Section 114 Notice and response to the council's actions plans from the Department for Levelling Up, Housing & Communities.

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

The Committee is requested to note the progress made on embedding Locality working, the current roll out of the Strong, Healthy and Attractive Neighbourhoods initiative and comment on the future delivery of this workstream.

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 resources. 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. However, the dedicated Council posts which deliver this work are all currently 100% from the General Fund and this is not a statutory service that the council has a legal duty to provide. This means that work is underway to secure alternative funding sources for these posts. More detail is within the body of this report.

(b) Risk Management

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

(c) Human Rights Act and Other Legal Implications

There are no direct legal or Human Rights Act Implications

(d) Equalities Impact Assessment

There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report. EIAs will be completed for specific aspects of the programme as required. A key principle of the model is to address inequalities.

5. Supporting Information

5.1 The Locality model is about bringing increased efficiency and effectiveness to what the council and its partners deliver for local people and how this is delivered. Our model is focussed on 3 key outcomes:

- Helping individuals, communities and businesses become more *self-supporting* and relying less on services delivered directly by the council.
- Helping individuals, communities and businesses become more *resilient* and able to react to, and recover from, challenges and issues they face.
- Developing effective interventions at the right time to *prevent* challenges faced by individuals, businesses, and communities becoming so significant that urgent, reactive steps are needed which often represent poor value for money.

5.2 Underpinning these outcomes are three assumptions:

- a) The majority of transactional requests made to the council by individuals and businesses will be delivered digitally. Locality working will help deliver the council's "digital by default" agenda.
- b) Delivery of transformational projects and workstreams will be driven by evidence of need (data insight) so there is clarity and transparency about why resource from a number of partners is being focussed on particular geographical areas or particular work-streams.
- c) Local community partnerships and voluntary groups will be enabled, strengthened and developed to deliver services to support the 3 key Locality outcomes.

- 5.3 The Strong, Healthy, and Attractive Neighbourhoods (SHAN) initiative will be the way in which the Locality model engages with, collaborates with and supports individuals, existing community groups and new community groups to support the 3 key outcomes. SHAN works with key stakeholders (including residents, businesses, ward members and other agencies) to deliver transformational projects. The decisions about where this initiative is delivered and what particular focus each programme will have is based on data insight coupled with community engagement. Each SHAN initiative will have clear base-line information collected at the start of each project with regular “temperature taking” throughout the course of the initiative so we can understand what interventions make the most impact in communities and how sustainable are the changes we effect.
- 5.4 It is important to note that a Locality model of working is not the same as, or dependent upon physical hub buildings to deliver services from. Where it is possible and appropriate the Locality Lead will work with partners and council teams to identify locations where co-location could take place. Work is already underway to understand which teams could co-locate in which locations and how they can realise the benefits of shared intelligence and resources to deliver improved services in local areas.

6. **Locality update**

Since the last update to the Board (July 2021) the following milestones have been reached.

- 6.1 Ward data-sets have been created using information from Local Insight, Berkshire Health Observatory, and a number of other data sources. Each ward has its own document which includes commentary on the key issues within the ward based on the data. These have been promoted to officers in the council and shared with individual ward members.
- 6.2 Promotion of 3 Locality outcomes has begun across the council in a number of teams. Introductory presentations have been held with Group Managers. More detailed discussions have been held with Community Learning and Skills service (CLaSS), Adult Social Care and Children and Young People’s Board about promoting the outcomes.
- 6.3 Hub working discussions have taken place specifically with Adult Social Care, CLaSS, Children & Families, Community Development & Youth Work, Neighbourhood Services, Library service, Accommodation and Customer Services to understand how best to facilitate co-location and where is it possible.
- 6.4 Engagement with ward councillors has continued with discussions and/or ward walkabouts. A “Member Charter” is being developed in conjunction with councillors which clearly sets out how the Locality model will support the 3 key outcomes, what the expectations are on them as local representatives (e.g., helping constituents access the website for transactional tasks and information finding) and what they can expect from partners and council teams (e.g., being kept up to date about activity in each locality and being provided with information that they can share with local people).
- 6.5 Locality plans are being developed to include
- Data driven priority themes

- Information from council teams and partners about how they are addressing each of the themes in relation to achieving the 3 outcomes
- Information about co-location opportunities within the locality which help address one or more of the priority themes

6.6 Challenges faced when embedding the Locality model are now better understood and some have their roots in the challenging financial situation now faced by the council. These include:

- The variety of services currently being delivered by the council, and the way these services will be delivered are both being reviewed.
- The council will be smaller organisation employing fewer people. This will make co-location in a number of physical locations difficult to deliver.
- During the Covid Recovery Phase there are still challenges to opening council buildings to allow more staff and customers in.

6.7 Further detail about the Locality way of working is attached as Appendix A.

7. **Strong, Healthy, Attractive Neighbourhoods**

Strong, Healthy, Attractive Neighbourhoods (SHAN) are now operating in 4 communities.

7.1 Chalvey update

- Chalvey Can has had success with more families joining in a wider range of activities including a family litter pick at the Jubilee riverside. The team have also successfully hosted their first day at the Chalvey Can allotment plot, this has been really well attended with over 20 families and volunteers helping to transform the overgrown plot, which is now ready for the families to start growing and learning about healthy eating, as well as the physical benefits of gardening as a family. Chalvey Can has also been successful in engaging the Chalvey schools to start after school activity for Chalvey families.
- Community Learning programme has been running successfully from Chalvey Community Hub with low level ESOL and Maths teaching taking place. A community consultation has been completed and analysis is currently taking place to inform the future learning offer both for CLaSS and for partners and the voluntary sector to shape courses and learning opportunities for the community.
- Chalvey Activities, Food & Fun project led by the Chalvey Community Partnership (CCP) have been successful in applying to the Innovation Fund (managed by NHS Frimley CCG). The pilot project will run each month for 6 months and will encourage families to come together to take part in activities, then cook and eat healthily together. The CCP receives support and guidance from the council's Community Development worker for the Locality and is part of the wider set of objectives to improve health outcomes in Chalvey and improve community cohesion.

- A joint bid to the Home Office “Safer Streets Fund” by the council, Thames Valley Police and CCP has led to the award of a £500,000 grant to tackle violence against women and girls (VAWG). The grant will be used to develop education and awareness programmes with Chalvey young people and to identify the community’s role in making the area safer for women and girls.
- The CCP produced and delivered their first community newsletter, “The Chalvey Post”. A second edition will be produced before Christmas. They have also successfully applied for National Lottery funds to enable them to buy branded t-shirts and high-viz vests to promote the work of the CCP in Chalvey. The aim of this is to raise the profile of the group and generate more interest from local people in joining the partnership.

7.2 Colnbrook with Poyle update

- The SHAN community survey closed in July and an initial analysis of the responses took place. In August the Community Development Team attended a number of “Have Your Say” forums and the Family Fun Day hosted by the Parish Council to engage with residents and seek views on the emerging priorities identified in the survey results.
- The emerging high-level themes include:
 - Local health services, roads/pavements and community safety were the top 3 areas for improvement
 - High levels of feeling that they belonged to a community
 - Improvements to Colnbrook Recreation Ground
 - High demand for local community services like a police surgery and nurse clinics
- On 19th October the Parish Council voted in favour of a motion to formally acknowledge and recognise the work of SHAN in the ward and the benefits it is already bringing to co-ordinating the efforts of a range of partners across Colnbrook with Poyle. The vote was also in favour of supporting the emerging action plan.
- The Community Development Officer will continue to work with the Parish Council to prepare a detailed action plan by December.

7.3 Britwell update

- In late September the SHAN community engagement survey for this neighbourhood was launched. Leaflets encouraging residents to take part were delivered to 4,000 homes. A social media campaign, engagement with existing community groups and press releases have also encouraged active engagement so we can hear resident voices about their community. The survey closes at the end of November 2021.
- Discussions are underway with a number of community leaders and groups to ensure that a strong partnership is in place to review the results of the survey together with local insight data to develop and then deliver an action plan to support the wider Locality themes and outcomes. The partners already actively engaged in these discussions include Britwell Parish

Council, schools, Recycled Teenagers group, Café Brew Hut, St George's Church and the Britwell Youth and Community project.

- The Community Development Team and Locality Lead continue to liaise closely with health colleagues, community partners and residents to help shape the range of services which will be delivered from the refurbished and extended community hub and health centre.

7.4 Haymill and Lynch Hill updates

- The social enterprise, Slough Hub, have come forward to lead on delivering a community engagement survey in the neighbourhood as the basis from which to develop a SHAN action plan. Street Champions will take responsibility for encouraging participation on their street and direct their neighbours to complete the on-line survey.
- The survey will be launched in November. The council's Locality Lead and Community Development Officer will support the development of a community Strong, Healthy and Attractive Neighbourhood action plan with volunteers.

8. **Future delivery of Strong, Healthy and Attractive Neighbourhood initiatives**

- 8.1 The council's Community Development, Youth (Community) and Youth (Voice) teams lead on the operational delivery of Strong, Healthy and Attractive Neighbourhood initiatives. This includes delivering both community engagement and development activities to allow community surveys to be undertaken, results analysed, action plans developed and delivered. The officers also support community groups (e.g., CCP) to apply for grant funding to allow them to deliver locality-based programmes.
- 8.2 Other council teams and external partners often rely on the team to either directly lead on community engagement to support programmes, or to provide community contacts for services to work with.
- 8.3 Currently the entire service is funded by the council's General Fund, which is under extraordinary pressure. Negotiations are underway with partners to seek alternative funding sources to allow these teams to continue to support the key outcomes of Locality working and provide direct support to residents and community groups. Without alternative funding secured it is unlikely that many of the current SHAN initiatives will continue beyond March 2022 and no new initiatives will be started.

9. **Comments of Other Committees**

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

10. **Conclusion**

The Locality model continues to be rolled out, and the work to embed the 3 priority outcomes is developing. Strong, Healthy and Attractive Neighbourhood initiatives

continue to be delivered across the borough. Work is underway to secure alternative sources of funding to continue the work of the core staff team.