

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 delivering Strong, Healthy and Attractive Neighbourhoods and the new alignment of this work to support Primary Care Networks (PCN) in Slough. The report also updates on progress considering the implications of the Equalities Review carried out on behalf of the Slough Safeguarding Leadership Team.

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

The Committee is requested to note the progress made on aligning Strong, Healthy and Attractive Neighbourhoods initiative with Locality working and the work to reduce health inequality with Primary Care Networks. The Committee is also requested to note the progress made in relation to the Equalities Review.

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' (SHAN) 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, as outlined in the report presented on 17 November 2021 the dedicated Council posts which deliver this work are all 100% from the General Fund and this is not a statutory service that the council has a legal duty to provide. Frimley Clinical Commissioning Group (CCG) has agreed to provide a grant of £90,000 to Slough Borough Council to support the delivery of SHAN with a re-alignment to closely work with Primary Care Networks to reduce health inequality in Slough. More details are in 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 is 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.

5.4 SHAN update: The Community Development Team and Locality Lead have access to the wide and broad ecosystem of voluntary and community services across the borough and have good partnership connections to enable a community led approach to local issues and concerns. Over the last 2 years the SHAN workstream has delivered the following projects in specific wards:

- Chalvey – Supported the creation and development of the Chalvey Community Partnership and delivered a comprehensive local consultation to produce the “Strong Healthy Attractive Chalvey Plan”. The delivery of actions in the Plan are now led by the Chalvey Community Partnership and member agencies and the Community Development Team have tapered off their direct support to encourage community led (rather than council-led) solutions.
- Colnbrook and Poyle – Delivered a robust community consultation in partnership with Colnbrook Parish Council. The results of the consultation allowed the Community Development Officer to co-create a Strong Healthy Attractive community plan for this neighbourhood which is being delivered by Colnbrook Parish Council. Ownership of the plan by the Parish Council has led to them funding a 12-week youth services pilot to reduce community tension in the area.
- Britwell – Led on the delivery of a health focussed public engagement process to gather information about how the community felt about the new health centre at Britwell Hub. The results of this engagement are being used to devise a new Strong Healthy Attractive Britwell and negotiations with the Parish Council and other voluntary groups are taking place to agree ownership of delivery.
- Baylis and Stoke – The Community Development Officer is currently managing a community consultation. They will then use the results and work with local community groups to develop a Strong Healthy Attractive plan which will be owned by a of local community groups. Discussions have already started with community groups to agree ownership of delivery.

5.5 Primary Care Network pilot: Since the Health and Wellbeing Board in November 2021 a pilot partnership between Slough Primary Care Networks and Community Development has been agreed to start in April 2022 for 12-months. The pilot partnership recognises the shared outcomes around reducing health inequality between the Clinical Commissioning Group (CCG) and Community Development. The CCG leads on providing health care to reduce health inequality and Community Development leads on tackling the wider determinants of health inequality.

5.5.1 The Office for Health Improvement and Disparities ([wider determinants](#)) highlight that wider (or social) determinants of health have a “strong and persistent link between social inequalities and disparities in health outcomes. Variation in

the experience of wider determinants (i.e., social inequalities) is considered the fundamental cause (the 'causes of the causes') of health outcomes, and as such health inequalities are likely to persist through changes in disease patterns and behavioural risks so long as social inequalities persist. Addressing the wider determinants of health has a key role to play in reducing health inequalities, one of PHE's (*Public Health England's*) core functions".

- 5.5.2 In Slough, our locality work has facilitated a unique opportunity across Frimley CCG to innovate and work more collaboratively with the Primary Care Networks (PCN's) to tackle the wider health inequality determinants which can lead some residents to have a very high level of engagement with their GP. In many instances the GP has relatively limited knowledge, time, and capacity to help these individuals with support beyond health care.
- 5.5.3 Building on the firm foundations in our communities created via the SHAN work, Community Development Officers will work with PCNs to address wider health determinants like poor housing, poverty, physical inactivity, or loneliness etc. They will be able to do this by proactively supporting high need individuals and linking them to existing community networks. The Community Development Officers will also identify ways to both support these existing networks (e.g., helping them bid for grant funding to maintain or expand provision, helping them attract new members or volunteers, linking them with new partners etc) and help new organisations set up to address gaps in service provision.
- 5.5.4 The pilot will test the hypothesis that together PCNs and Community Development Officers can work in localities to deliver a new way of engaging and changing behaviour of the highest need residents. This holistic partnership with health providers will support and direct residents to use community and council services where they live to help them manage their health and care needs more effectively.
- 5.6 Locality update: At the meeting on 17 November, it was requested that the briefing paper outlining the future direction of Locality working was circulated to all Board members. The paper was initially circulated to internal partners within the council, and this prompted a wider-ranging discussion about how and where community hubs will be located and how services will work from them. In light of this ongoing conversation the briefing paper was not circulated but once there is clarity from Slough Borough Council a new paper will be shared.
- 5.7 Equalities Review: In 2021 the Slough Safeguarding Leaders Group commissioned an independent review to establish if there were any specific demographic groups disproportionately represented as victims or perpetrators of exploitation (all forms). Whilst key lines of enquiry focused specifically on exploitation within Slough, the review and several subsequent learning points served to highlight the need for a renewed focus on our partnership approach to equalities, expanding beyond the safeguarding sphere. The final report made 19 recommendations for action to strengthen understanding of, and work to deliver improved equality of opportunity and outcome across our communities. To simplify the implementation of the recommendations they have been grouped into 4 overarching themes of learning & development, data collection & sharing, community engagement, and safeguarding & community safety.

5.7.1 An Equalities Review implementation group (made up of managers from a range of council services and chaired by Executive Director People (Adults)) has met to agree how to deliver the recommendations. A common theme throughout the recommendations is that there is not a common and shared understanding about what “equalities” means and how individuals, teams, services, and organisations can ensure that this concept is incorporated into all service delivery. Work is now underway to plan how this learning and development requirement can be implemented across partner organisations as a foundation from which all partners can then implement the wider recommendations.

6. Comments of Other Committees

This report has not been shared with other committees; however, the general principles of the Locality model and alignment of SHAN with PCN work to reduce health inequality has been shared with Customer and Community Scrutiny Panel.

7. Conclusion

Strong, Healthy and Attractive Neighbourhood initiatives continue to be delivered across the borough and from April 2022 will be re-aligned to support Primary Care Networks. Equality Review work xxxxxxxxxxxx.