

Date of issue: Tuesday, 10 January 2023

**MEETING:**

**SLOUGH WELLBEING BOARD**

Councillor Pantelic, Lead Member for Social Care and Public Health  
Dr Jim O'Donnell, East Berkshire Clinical Commissioning Group,  
Slough Locality  
Stephen Brown, Chief Executive, SBC  
Andrew Fraser, Executive Director People (Children) / Slough  
Children First Chief Executive  
Marc Gadsby, Executive Director People (Adults)  
Adrian Davies, Partnership Manager, Department for Work and  
Pensions  
Caroline Hutton, Frimley Health NHS Foundation Trust  
Representative  
Sangeeta Saran, Slough CCG  
Andrew Stockwell, Royal Berkshire Fire and Rescue Service  
Ramesh Kukar, Slough CVS  
Jonathan Lewney, Deputy Director of Public Health  
Stuart Lines, Director of Public Health  
Neil Bolton-Heaton, Healthwatch Representative  
Aaryaman Walia, Slough Youth Parliament Representative  
Supt. Lee Barnham, Thames Valley Police  
Councillor Hulme, Lead Member for Children's Services, Lifelong  
Learning & Skills  
2 Vacancies, Local Business Representatives

**DATE AND TIME:**

WEDNESDAY, 18TH JANUARY, 2023 AT 3.00 PM

**VENUE:**

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

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

MANIZE TALUKDAR  
07871 982 919

NOTICE OF MEETING

You are requested to attend the above Meeting at the time and date indicated to deal with the business set out in the following agenda.



**STEPHEN BROWN**  
Chief Executive

**AGENDA**

**PART I**

Apologies for absence.

**CONSTITUTIONAL MATTERS**

1. Declarations of Interest

*All Members who believe they have a Disclosable Pecuniary or other Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 9 and Appendix B of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.*

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|----|--|---------------|
| 2. | Minutes of the last meeting held on 24 November 2022                         | 1 - 6         |
| 3. | Update - Priority Three, Strong, Healthy and Attractive Neighbourhoods       | 7 - 12        |
| 4. | Update – Priority Two, Integration. Health and Social Care Partnership Board | 13 - 18       |
| 5. | Update - Supporting young people: violence, knife crime, substance misuse    | Verbal Report |
| 6. | Update - ICS and Place   | Verbal Report |
| 7. | Update - National & Local Policy   | To Follow     |
| 8. | Slough Wellbeing Board Work Programme  | 19 - 26       |
| 9. | Date of Next Meeting   |               |

15 March 2023.

**Press and Public**

**Attendance and accessibility:** You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before any items in the Part II agenda are considered. For those hard of hearing an Induction Loop System is available in the Council Chamber.



**Webcasting and recording:** The public part of the meeting will be filmed by the Council for live and/or subsequent broadcast on the Council's website. The footage will remain on our website for 12 months. A copy of the recording will also be retained in accordance with the Council's data retention policy. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

In addition, the law allows members of the public to take photographs, film, audio-record or tweet the proceedings at public meetings. Anyone proposing to do so is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

**Emergency procedures:** The fire alarm is a continuous siren. If the alarm sounds Immediately vacate the premises by the nearest available exit at either the front or rear of the Chamber and proceed to the assembly point: The pavement of the service road outside of Westminster House, 31 Windsor Road.

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**Slough Wellbeing Board – Meeting held on Thursday, 24th November, 2022.**

**Present:-** Councillors Supt. Lee Barnham, Stephen Brown, Andrew Fraser, Marc Gadsby, Caroline Hutton, Sangeeta Saran and Hulme (Chair)

**Apologies for Absence:-** Councillor Pantelic, Dr Jim O'Donnell, Adrian Davies, Chris Holland and Ramesh Kukar

**PART 1****57. Declarations of Interest**

No declarations were made.

**58. Minutes of the last meeting held on 18 October 2022**

**Resolved** – That the minutes of the meeting held on 18 October 2022 be approved as a correct record.

**59. Update - Priority One, Starting Well. Children and Young People Partnership Board**

The SBC Executive Director of Children provided a brief overview of the report.

The representative from the Police stated that the outcomes for children detailed in the report linked well with the four priorities of the Safer Slough Partnership.

It was reported that there was emerging evidence of vaping among young children and this phenomenon had to be looked into as a priority. Staff were being trained to deal with this issue and there was also a need to educate parents of the harm of vaping. The Council would need to take a multi-agency approach and work with families to first identify the scale of the problem.

Following a question about the plans for targeted early help for children and young people, the SBC Executive Director stated that his team had been focussing on developing a business plan for SCF (Slough Children First). He agreed that the voice of children and young people needed to be better represented across the service. The SEND service continued to work to improve outcomes for children and young people, but that this needed to be based more on partnership working.

The SBC Safeguarding Partnership Manager stated that young people were regularly consulted on a range of topics and it was important to ensure that the results of those consultations were shared with them.

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The representative from the public health team emphasised the importance of identifying and plugging any gaps in current provision.

The SBC Executive Director of Children stated that discussions were ongoing to further develop early help for children and young people and improve signposting to these services.

**Resolved** – That the report be noted.

**60. Update - Priority Four, Workplace Health Task and Finish Group**

The SBC Public Health Program Manager provided a brief overview of the report, Priority Four: Workplace Health Task and Finish Group.

A Member shared that the Health and Safety Executive figures showed that 1.8M working people suffered from work related stress, a million of whom said they experienced depression and anxiety, and the second largest group said they suffered from musculo-skeletal disorders. She added that it was important to take a strategic approach to the issue of workplace health, by engaging in dialogue with all the major employers in Slough.

Following a question, the SBC Public Health Programme Manager stated that national data from primary care colleagues had been provided in a report submitted at the May 2022 meeting of the Board. She added that the current report set out those actions which had been agreed and delivered. Mental health struggles were also a reason for workplace absences. However, this was difficult to quantify as there were some barriers to sharing this data by employers. This information could be sought from local GP practices, however, it would require identifying which of their patients suffering from mental health problems actually worked in Slough.

Following a question, she advised that some funding was available through the public health grant. Her team were working with the human resources team to ensure all was in place by March 2023. She added that there were opportunities to offer wider support and health checks for those living in Berkshire and for Frimley Healthcare employees working in Slough.

Following a question regarding how these employees would be supported to achieve health outcomes, she provided examples of initiatives such as menopause support and smoke free hospitals. She added that the Strategy Group formulated the strategy, guidance and a suite of toolkits which employers could pick and choose from.

The SBC Director of Adults stated that it was important for managers and HR colleagues to be receptive to feedback from employees about heavy workloads and capacity issues.

Following a question, the SBC Public Health Program Manager advised that currently there was no regional network regarding workplace health. Although

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there were networks within East Berkshire, each of these had slightly different strategies.

An further update report would be provided at the March meeting of the Board.

**Resolved** – The report be noted.

**61. Update on Adult Social Care Reform & on Adult Social Care Transformation Programme & Savings Plan**

The SBC Associate Director of Adult Social Care Operations provided key highlights of the reports Update on Adult Social Care Reform and the Adult Social Care Transformation Programme and Savings Plan.

Following a question, he advised that the co-ordinated groups of authorities working together ahead of their OFSTED inspection met regularly to discuss how best to demonstrate evidence against the thirty-four quality statements set out by OFSTED. Slough had been with matched with Wokingham and East Berkshire in this endeavour. There was also potential to join up with Children's Services to share learning from recent inspections. He added that the head of the CQC had indicated no authority had yet been inspected under the new regime.

Following a question, he advised that the Shared Life Scheme was a service offer, whereby an individual, who after undergoing training and a DBS check, could apply to provide accommodation (in their home) and support for a vulnerable adult, in exchange for payment. The scheme acted as a stepping stone to independent living for that person.

**Resolved** – The reports be noted.

**62. Safeguarding Partnership Annual Report: Substance Misuse**

The SBC Safeguarding Partnership Manager and the Independent Scrutineer for the Adult and Children's Safeguarding Partnerships provided an overview of the report Safeguarding Partnership Annual Report: Substance Misuse.

The Safeguarding Partnership Manager emphasised that substance misuse, its impact on families, crime and health was a recurrent issue in her work. She provided examples of how some residents lives had been affected, in some cases fatally, by substance misuse. She added that substance misuse often masked mental health struggles. She asked what the role of the wellbeing board was in helping to tackle this issue.

The representative from the Thames Valley Police advised that substance misuse lead to crimes such as exploitation of people, drug use and drug sale, and sexual exploitation. His team were engaged in tackling drug dealing hot spots in the town. He stated that tackling substance misuse was one of the four priority areas for the Safer Slough Partnership (SSP). He added that the

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cost of living crisis also impacted significantly on domestic abuse, substance and alcohol misuse.

The SBC Public Health Programme Manager stated that it was important to tackle the root causes of substance misuse, and invest in the 'strengthening families' programme and other preventive initiatives. All partners needed to come together at the SSP. She added that the National Drug Strategy focussed on prevention and treatment and its work linked in with schools, to provide safe spaces for young people to share their problems. Domestic violence data showed that this phenomenon was closely linked to substance and alcohol misuse.

The Chair stated that Slough ranked one of the highest levels of opiate and crack cocaine use in the South East. A wider debate was necessary to tackle this issue and it would require a whole council approach and getting buy in from the community.

Board members agreed that tackling this problem would require:

- A zero tolerance approach
- A multi-agency partnership approach
- Encouraging behaviour change, which would require a comms plan, engagement with the community and building capacity in teams
- Further exploration of the link between poor housing and mental health issues
- Some funding sources were already in place and additional funding would need to be identified
- looking into patient pathways and for those supporting patients
- identifying those at risk and early intervention and education programmes
- the use of trauma informed practice across the partnership
- designating substance misuse an all-partnership and a Slough Council priority
- Focussing on deliverable actions

Following further discussion, the following actions were agreed:

Action 1: The SBC Chief Executive to raise the matter of designating tackling substance misuse a Slough-wide priority at the Senior Leadership Group.

Action 2: the SBC Director of Children's Services to request the regional Director of Children to write to all schools regarding the matter.

Action 3: An update report to be provided to a future meeting of the Board.

Action 4: The matter to be further discussed at the next informal session of the Board.

**Resolved** – That the report be noted.

### 63. Update - National & Local Policy

The SBC Policy Insight Officer presented the report, Update, National and Local Policy. He did slide presentation which covered key information from



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the government's autumn statement, recent developments in government policy and information from the release of additional census data sets. The slide presentation would be published after the meeting.

**Resolved** – That the update presentation be noted.

**64. ICS & Place Update**

A representative from Frimley Health provided the following information:

- The ICS partnership strategy refresh was underway
- The ICS partners assembly had its second meeting recently to discuss key issues
- Uptake rates for vaccinations remained worryingly low
- The Cancer Alliance was providing support to Slough and lung cancer health checks were being rolled out, however, getting residents to engage with this remained a challenge

**Resolved** – That the verbal update be noted.

**65. Forward Work Programme**

The Policy Insight Officer stated that some agenda items had been deferred to later in 2023.

**Resolved** – That the amended work programme be noted.

**66. Date of Next Meeting**

18 January 2023.

Chair

(Note: The Meeting opened at 5.00 pm and closed at 7.26 pm)

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## Slough Borough Council

<b>Report To:</b>	Slough Wellbeing Board
<b>Date:</b>	18 <sup>th</sup> January 2023
<b>Subject:</b>	Strong, Healthy & Attractive Neighbourhoods update
<b>Chief Officer:</b>	Richard West – Executive Director Place and Community
<b>Contact Officer:</b>	Liz Jones – Group Manager Localities and Neighbourhoods
<b>Ward(s):</b>	
<b>Exempt:</b>	No
<b>Appendices:</b>	None

### 1. Summary and Recommendations

- 1.1 This report sets out an update on the work to support the strong, healthy, and attractive neighbourhoods priority.

#### Recommendations:

Committee is recommended to note the contents of this update.

### 2. Report

#### Introduction

2.1 The Wellbeing Board priority to support Strong, Healthy and Attractive Neighbourhoods helps the Council to meet one of the corporate priorities to have an environment that helps residents live more independent, healthier, and safer lives.

The corporate plan recognises that disparities in the length of life expectancy and healthy life expectancy between Slough's most deprived areas and the national average are perhaps the most serious impacts of poverty for our residents. We will aim to reduce these inequalities while also improving healthy life expectancy rates for everyone in the town, enabling our residents to live healthy lives and reach their full potential. Our approach will be to support residents to be as independent as possible whilst still ensuring we will be provider of services for the most vulnerable.

#### Background

##### Strong, Healthy and Attractive Neighbourhood

2.2 The Strong Healthy and Attractive Neighbourhood (SHAN) workstream is led by the council's Community Development Team who work with key neighbourhood stakeholders to deliver initial engagement, analyse the results, develop an action plan and address the local priorities to deliver this plan.

2.3 The latest round of SHAN engagement was launched in September 2022 for the following wards: Elliman, Wexham Lea, Central, Cippenham (both Cippenham Green and Cippenham Meadow) and Langley (Foxborough, Langley Kedermister and Langley St Mary's) and Upton. This round of engagement work is focussed on understanding and tackling social determinants of health inequality (e.g., low income, poor housing, social isolation etc.) to link with the pilot project between Primary Care Networks and Community Development (see below).

2.4 The public consultation survey closed on December 31 with nearly 800 responses. These are now being analysed and broken down by ward area. The Community Development Team will then compare these with results from other surveys and discuss with key stakeholders in the areas the priorities the surveys highlight and how these can be addressed.

2.5 The SHAN action plan for Haymill and Lynch Hill ward is due to launch in Q4 of 2022/23 and will be primarily supported by The Slough Hub alongside other local partners.

#### Primary Care Network health inequality reduction

2.6 The Community Development Team has continued with the pilot scheme working with Slough's Primary Care Networks (PCN) to tackle health inequalities in Slough. This pilot has two workstreams; the first is the Community Development Officers receiving patient referrals from Social Prescribers so bespoke, individual support and guidance can be offered, and the second is to share information about local support and networks with Social Prescribers.

2.7 Over 40 individual referrals have been made to the Community Development Officers. Officers have been able to signpost patients to further support for the following issues: housing (including sourcing furniture, information on the housing register etc.); heating and energy bills advice, meals and access to food; information about skills and training; debt and welfare advice; and social groups to reduce isolation and loneliness.

2.8 The work to share information and knowledge about community support with as many partners as possible has included the continued development of the free online directory of resources. This project is a collaboration between community development at Slough Borough Council, Slough CVS and NHS Frimley with support from Public Health Slough. The free resource is for residents, community groups, and health providers and brings information about local support across a range of subject areas to one place. This is now live at OneSlough – Slough Directory or Services ([www.sloughhealth.org](http://www.sloughhealth.org)). Plans are now being made for a communication drive about this resource to take place during quarter 4 of 2022/23.

2.8 As part of the pilot the Community Development team has worked with the Department of Work and Pensions (DWP) and Everyone Active (the Council's leisure centre service provider) to host "The Great Winter Get Together". This event (Friday, 27 January and Saturday, 28 January 2023) will be held at The Centre on Farnham Road (4-8pm Friday and 9am – 12noon Saturday). This is an opportunity for partners to come together to promote their services and support particularly around debt, welfare, health and wellbeing. Stalls will be set up at The Centre for families attending swim schools, gym members, sports clubs and any resident who wants to pop in to find out more about support in Slough.

2.9 Officers have also continued to provide support and advice to community groups, organisations, and charities to secure funding through grants and awards. To date this support has generated over £61,000 in external funding for community, voluntary and faith groups.

2.10 The pilot project between PCNs and Community Development to tackle health inequality will end in March 2023 and informal agreements have been reached to extend the project to 2023/24.

### Slough's response to the cost-of-living crisis

2.11 #OneSlough has continued to work as a partnership between public sector organisations, community groups, the voluntary sector, businesses and the private sector to ensure residents are supported through the current cost-of-living crisis. Specifically this has resulted in the following projects:

#### **Cost of Living resource pack**

The first "Fighting the Cost-of-Living" resource pack was printed in September and is available on line (<https://www.slough.gov.uk/downloads/file/3094/cost-of-living-resource-pack>). This is being updated and will be available in February 2023. An example of how the pack is being used is that Slough Foodbank includes a hard copy with every food parcel they issue.

#### **Slough Poverty Forum**

The monthly on-line forum manages a contact mailing list with 100 partners and colleagues who are sent updates to projects and news about support available for residents. The Community Development Team has held weekly on-line drop-in sessions for colleagues and partners which have been regularly attended by Citizen's Advice East Berkshire, Healthwatch Slough, DWP and Wellbeing Friends. The Forum's membership is increasing as more groups want to become involved to share their work and hear about support available from others.

#### **Slough Repair Café**

Formed and led by Slough Anti-Litter Society as a result of discussions held initially in the Slough Poverty Forum, this event held on the last Saturday of every month in The Queensmere shopping centre. Volunteers repair household items, electrical goods, clothes, textiles and more to save residents money in not replacing items, but also reducing waste and increasing recycling/upcycling. The first event took place in November 2022 and over 15 items were repaired. The next Repair Café will be Saturday, January 28, 2023.

#### **Slough Community Support Café**

Formed as a result of discussions in the Slough Poverty Forum a local resident has set up a support café model providing a warm, safe space for residents to go to. Residents can get a hot meal, find a quiet space to relax and/or have conversations with others using the café. The first Community Support Café was held at St John's Church on Stoke Poges Lane and the second at St Andrew's Church on Merton Road. Now the model has been demonstrated to work it can be easily rolled out to other locations with different residents and groups taking the lead.

## Warm Spaces Slough

This #OneSlough project co-ordinates organisations, businesses and groups who can offer their facilities as a warm spaces for residents. The scheme is sponsored by Scottish Southern Electric (SSE) who have donated £500 towards refreshments so that everyone who signs up can offer hot drinks free of charge. Organisations which sign up to the scheme will also receive a poster with the Warm Spaces logo and space to write their own days and times. Posters and refreshment packs are distributed through the Slough Community Support Cafes.

## Meals from Marlow

The council's Community Development team has been working with Meals from Marlow distributing 300 meals every week to vulnerable residents via community groups. From January, meals will be able to be picked up from Langley College.

## Warm Kits

Green Doctors South (a Groundworks initiative [Green Doctors South](#)) have to distributed 50 warm kits to vulnerable elderly residents in Slough this winter. Kits include thermal gloves, scarves, hats, blankets, hot water bottles and information leaflets. All those who received a kit will get a follow up call from a Green Doctor provider to talk more about ways to save energy and reduce the cost to heat their home.

### 3. Implications of the Recommendation

#### 3.1 Financial implications

3.1.1 The project is funded by existing budgets from Community Development and Community Safety amounting to £0.090m.

3.1.2 The costs of the two Community Development officers are currently 100% funded by the £0.090m grant via the Integrated Care Systems (Frimley) for 12 months up to March 2023. There is a risk that should the project continue beyond March 2023 there will be no available funding for these officers.

#### 3.2 Legal implications

3.2.1 The partnership work described in the report assists the Local Authority in meeting its duty under s2 of the Care Act 2014 to prevent needs for care and assistance.

3.2.2 The Health and Wellbeing Board's terms of reference include "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."

#### 3.3 Risk management implications

Risk	Mitigation
Reduced staff capacity in SBC results in SHAN project stopping.	Securing funding from PCN and demonstrating how SHAN projects assist in reducing health inequality has meant that a core staff resource has been retained. The SHAN model has been revised so that at the beginning of each piece of work it is

	explicit that the implementation of the action plan must be led by a local group to reduce dependency on SBC teams to drive the implementation. Local stakeholders are encouraged and supported to take ownership of the SHAN work in their areas. This makes the work more sustainable as it is not reliant on SBC resource.
Community projects to help address issues linked to the cost-of-living crisis are un-coordinated leading to gaps in provision and duplications.	Co-ordination of work is undertaken by #OneSlough. The introduction of the Poverty Action Group, resource guide and weekly Community Development sessions ensures good co-ordination and clear identification of gaps.
Work of Community Development and Social Prescribers over-lap creating duplication and inefficiency.	Work is managed and co-ordinated jointly between SBC and Frimley ICS to ensure there is no duplication. Co-location of Community Development Officers in GP surgeries to work closer with Social Prescribers will reduce risk of duplication further.
PCN funding to continue the Health Inequality project does not continue meaning the project ends.	Performance management discussions have continued throughout year 1 of the pilot and PCN have agreed to continue funding this work for a further 12-months.

### 3.4 *Environmental implications*

3.4.1 The work to prioritise strong, healthy, attractive communities has a number of environmental implications. Engagement with residents often highlights environmental improvements that can be made and these workstreams have a more general impact of encouraging residents and businesses to be proud of their local areas and to use the facilities on offer in their community – parks, schools, businesses, and health provision – rather than travel to use facilities elsewhere. This will not only reduce car travel but encourage communities to care for their environment.

### 3.5 *Equality implications*

3.5.1 The range of resident engagement activity associated with all of these projects helps build a more informed understanding of communities in terms of protected characteristics. Anonymised equalities information about service users is shared among #OneSlough members to improve general understanding of the make-up of the vulnerable parts of our communities.

3.5.2 The pilot work between PCNs and Community Development is aimed to support residents who face a range of issues that result in them facing health inequalities. An Equality Impact Assessment based on the pilot scheme will be created as part of the planning to continue this work beyond 2022/23.

### 3.6 *Procurement implications*

3.6.1 There are no procurement implications from this report.

3.7 *Workforce implications* **Discretionary]**

3.7.1 There are no workforce implications from this report.

3.8 *Property implications*

3.8.1 There are no property implications from this report.

**4. Background Papers**

None



**Borough Council**

<b>Report To:</b>	Slough Wellbeing Board
<b>Date:</b>	Wednesday 18 January 2023
<b>Subject:</b>	Priority Two, Integration. Slough Wellbeing Strategy
<b>Chief Officer:</b>	Marc Gadsby – Executive Director People – Adults
<b>Contact Officer:</b>	Caroline Farrar – Director of Primary Care Development and Slough Place, Integrated Care Board
<b>Ward(s):</b>	All
<b>Exempt:</b>	No
<b>Appendices:</b>	No

**1. Summary and Recommendations**

1.1 This report sets out to update the Wellbeing Board on the progress of work on integration and the delivery of the health and social care plan. The plan was developed between Slough Borough Council and Frimley CCG together with wider partners within the Health and Social Care Partnership.

**Recommendations:**

The Wellbeing Board is recommended to note the contents of the report and progress made by the partners in integrating health and social care in Slough.

**2. Report**

Integration is priority two within the Slough Wellbeing Strategy 2020-2025. The strategic ambitions are to:

- Increase healthy life expectancy in Slough.
- Increase the proportion of people living independently at home and decrease the proportion living in care homes.
- Increase the number of people who are managing their own care and support needs
- Reduce the number of attendances and admissions to hospital, and the length of these stays. Reduce delayed transfers of care.

To achieve these ambitions, the Health and Social Care Partnership board will:

- Develop a place-based health and care strategy, to align the current health and social care services.

- Build on the work of the Slough Better Care Fund, to increase the contributions from health and social care to the pooled budget.
- Encourage health and social care partners to work together to support and maintain providers and promote the use of collaborative commissioning of services in Slough
- Continue to work with our care users to ensure that co-production and co-design are at the heart of all that we do.
- Work to reduce the impact of COVID-19 on the physical and mental health of people in Slough

The Health and Social Care Partnership together with the Place Based Committee developed a place-based Health and Social Care Plan 2021/22 setting out our shared priorities and next steps in our journey towards integration.

In addition to the Health and Social Care Plan the Council in this year published a new Corporate Plan 2022-25 which includes the priority of achieving an environment that helps residents live more independent, healthier, and safer lives. This includes working through the Health and Social Care Partnership to ensure effective implementation of integrated health and social care.

### Improved access to care

The integrated care hub – during 2022 a plan was developed for an Outline Business Case focused on inclusion of primary care and children’s services within the ICH on a vacant site at Upton Hospital. At the same time discussions about the development of a Community Diagnostic Centre have been progressing in relation to the site. Due to misaligned capital funding requirements and separate programmes of work, it has been necessary to pause this work and to reconsider the best use of the available land at Upton Hospital. This affords an opportunity for closer joint working between the ICB and the council to determine the best approach to a One Public Estate strategy for health and social care services within the town, which will be progressed during 2023 utilising the extensive stakeholder engagement and business plan development already undertaken.

Significant progress has been made on the Digital First Primary Care strategy in 2022:

- All four Primary Care Networks (CSN/SPINE) have developed telephony hubs utilising additional staff and digital telephony solutions to improve telephone access to the 16 GP practices in Slough.
- 13 of the 16 GP practices have implemented the new Frimley ICB website, with clearer information for patients and improved options to self-serve for a range of administrative requests from practices.

### Health inequalities

#### Fuel poverty and cost of living

Using the Connected Care data we have been able to identify households that require support around fuel poverty. 466 households have been identified within Slough. Health teams are working alongside community teams in SBC and are

setting up a telephone support line. This will provide residents with one clear access point for help and advice. The service is expected to go live in January and initially support the identified households in the first phase. As the service expands it will be available to a wider cohort of Slough residents.

#### Support to asylum seekers in hotel accommodation

Slough has a number of accommodation sites for asylum seekers which are funded by the Home Office and supported by contracted accommodation providers. This number has been growing in recent months and it has been a challenge to ensure that there are appropriate and sufficient services supporting this vulnerable population whilst in temporary accommodation in Slough.

The status of these sites varies with a mix of emergency initial accommodation (short-term sites), initial contingency accommodation and onward dispersal sites. The Slough place team have been working closely with partners in SBC to ensure a joint and coordinated response of support is provided to these individuals from Slough.

- Local GP practices have registered individuals to provide primary care support. Clinical teams are delivering satellite clinics, providing enhanced health checks and onward support/referrals as appropriate.
- Infection control leads and teams are working alongside all key partners to ensure protocols and key information is shared particularly around infectious diseases including diphtheria and scabies.
- Safeguarding leads are working closely alongside primary care, asylum seeker site operational teams, secondary care and SBC.
- Wexham Park and the ambulance service are sighted on key information and relevant meetings to discuss sites, support and capacity of services.
- Community and voluntary sector have coordinated support with donation of clothing, toys and games.

#### Family health outreach pilot (“Growing a Healthy Slough”)

Health teams across health visiting and midwifery are working jointly to inform and educate parents and families on key health topics from pregnancy through to raising a toddler.

Phase 1 of the pilot took place through November and December 2022 offering classes in community locations, including areas of deprivation and prioritising residents who don't typically engage with health classes.

#### Mental Health

Slough CVS completed a research project into barriers to accessing mental health support from under-represented groups. The outcome of this report has been developed into an action plan including engagement with key communities on MH issues, working with opinion leaders and community champions, cultural competency training for staff and ways through which to make services more accessible.

#### Ageing Well Programme

##### Urgent Care Response

- The two-hour Urgent Care Response (UCR) service has been established working with Berkshire Healthcare Foundation Trust and SBC. Data collected is showing that this pathway is proving successful in preventing admissions to hospital.

- UCR has been working with 111 and 999 to prevent admissions and has run a “Call before you convey” pilot with the ambulance service to consider rapid response options to provide clinical support in the community and avoid a transfer to hospital where possible.
- The UCR also acts as the main referral pathway for the Virtual Ward. Slough GPs and self-referrals are largest referral sources to this service.
- The Enhanced Health in Care Homes workstream is also using access to UCR to prevent admissions to hospital as well as working with local care homes to become part of the remote healthcare management pilot which is using digital technology to monitor residents health.

#### Anticipatory Care

- Each Slough PCN has its own dedicated ‘cluster’ meeting of a multi-disciplinary team working together to support people with complex needs and high levels of frailty. The Anticipatory Care Programme (ACP) approach was relaunched on a voluntary basis across the ICS in January 2022.
- BCF has agreed funding in this year for case coordinators to support management of the ACP in each of the four Primary Care Networks in Slough ahead of this becoming a requirement for PCNs to deliver within their contract from April 2023.
- Each coordinator can put forward appropriate cases for the multi-disciplinary team case discussions each month. This is supplemented by a dedicated ACP cluster meeting that will take place five times each year.
- The agreed MDT outcomes are recorded in the Shared Care Record for each person and the outcome of the “what matters to me” conversation reported to the GP practice to be recorded on their system.

#### Supporting discharge and flow from hospital

Slough has a number of discharge and flow pilots underway;

- High intensity A&E users (frequent attenders) identification and intervention to prevent or reduce frequency of attendance – first tranche of this pilot to be evaluated in quarter 1 of 2023.
- An A&E streaming pilot has 14 GP surgeries in Slough signed up to triage their patients who are awaiting treatment in the A&E department of Wexham Park Hospital and are able to offer those who are appropriate access to GP practice appointments. Contact is made by text, while the patients are waiting to be seen by A&E.
- East Berkshire Primary Care service is working with the high-risk patients using remote monitoring to prevent deterioration and admissions.
- The Slough Community Integration Manager attends the twice weekly medically fit call to support the Integrated Care Team to aid decisions made around discharge plans.
- The Local Access Point (LAP) informs the Discharge lead and Flow lead at Wexham Park when a known patient attends A&E or is admitted.
- The SBC Winter fund bid has been submitted, to provide additional support for the community to increase capacity and maintain discharge flow.

- The Better Care Fund extended funding to provide additional capacity for interim care home placements supporting discharge of people who no longer need to be in hospital but are not yet ready to return home
- The Adult Social Care Discharge Fund was announced in November 2022 providing an additional £617k of funding to support Slough with hospital discharge with our local plan being submitted on 16 December. £430k was allocated directly to Slough as a Local Authority grant and £887k to the Integrated Care Board which was apportioned to local Place areas through a 'fair share' allocation methodology. This funding will be used to provide vital additional capacity to social care services to support hospital discharges over the winter period. This includes interim packages of care, interim care beds, assistive technology, housing related support and coordination and liaison to people with Learning Disabilities leaving hospital.

## Background

Integrated care has been part of the government strategy and national policy for many years recognising that people too often receive fragmented care from services that are not effectively coordinated around their needs. Integrated Care (joining up services within the NHS and across health and social care) has the potential to improve people's outcomes and experiences of care, particularly for older people and for those with multiple long-term conditions and use a number of different services.

The [NHS Five Year Forward View](#), the [NHS Long Term Plan](#) and more recently the [Health and Social Care White Paper](#) set out a welcome vision of joined-up services and a system built on collaboration rather than competition. This agenda has been taken forward by Integrated Care Systems (ICSs), which bring together providers and commissioners of NHS services with local authorities and other local partners to plan health and care services.

Integrated Care Systems take collective responsibility for planning services, improving health and reducing inequalities across geographical areas. They are underpinned by joint working at 'place' level, which is where much of the heavy lifting of integration takes place, driven by 'place-based partnerships' involving NHS organisations, local authorities, voluntary and community sector organisations and local communities. These are complemented by initiatives at neighbourhood level, where Primary Care Networks (groups of GP practices and other community-based services) are also working together to deliver improved services to their local populations. These place-based partnership arrangements encourage organisations to work together and focus on system-wide objectives and improving outcomes for the communities they serve.

### 3. Implications of the Recommendation

#### 3.1 Financial implications

Integration of health and social care services not only delivers a more personalised approach around individual needs with improved outcomes but also brings financial benefits to a health and care system from avoiding duplication between services and agencies involved in care of the person. Through our integrated care approach we are now able to use health and social care analytical data to identify risks and precursors to frailty and life-limiting health conditions to enable proactive, targeted approaches and interventions that will keep people healthier and living

independently for longer. We already have a pooled budget through our Better Care Fund which enables us to jointly plan, commission and deliver integrated care. Whilst this is currently still a small proportion of combined spend at place level our ambition is to increase this in future.

### 3.2 Legal implications

There is a legal implication in how the Better Care Fund is used, managed and audited within a Pooled Budget arrangement under section 75 of the NHS Act 2006.

The Care Act 2014 provides the legislative basis for the Better Care Fund by providing a mechanism that allows the sharing of NHS funding with local authorities.

### 3.3 Risk management implications

Risks associated with the delivery of the Health and Social Care Plan will be monitored by the Health and Social Care Partnership and Place Based Committee. An overall risk register is overseen by the committee. Individual projects within the work programme will also develop and manage their own risk registers.

### 3.4 Environmental implications

None identified in this period.

### 3.5 Equality implications

There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report. EHIAs will be completed for specific aspects of the integration programme and projects as required. One of the main priorities in the Health and Social Care Plan is to address inequalities in our population. Work on addressing equalities in this period have been included in the report.

### 3.6 Procurement implications

None in this period.

### 3.7 Workforce implications

There are workforce implications for the future as we further develop our model of integration for health and social care. Currently we have multi-disciplinary teams working closely together who are employed by different partner organisations. This collaboration and cooperation will over time lead towards new ways of working in partnership with others which will be aligned together with other significant change management programmes such as that within the Frimley ICB workforce development programme and the developing primary care networks.

### 3.8 Property implications

None in this period.

## 4. **Background Papers**

Health and Social Care Plan 2021/22

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Slough Wellbeing Board  
**DATE:** 18<sup>th</sup> January 2023  
**CONTACT OFFICER:** Kate Porter, Strategic Partnerships Lead  
**(For all Enquiries)** 07717501876  
**WARDS:** All

**PART I**  
**FOR COMMENT AND CONSIDERATION**

**SLOUGH WELLBEING BOARD - WORK PROGRAMME 2022/23**

1. **Purpose of Report**

For the Slough Wellbeing Board to discuss its work programme for the 2022/23 year.

2. **Recommendations/Proposed Action**

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

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

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

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

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

3.3 The work of the Slough Wellbeing Board also contributes to the second priority of the council's Corporate Plan: an environment that helps residents live more independent, healthier and safer lives.

#### 4. **Other Implications**

(a) **Financial**

There are no financial implications of proposed action.

(b) **Risk Management**

There are no risk management implications of proposed action.

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

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

(d) **Equalities Impact Assessment**

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

#### 5. **Supporting Information**

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

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

5.3 In addition to these items, regular updates on the work being done to address the priorities of the Wellbeing Strategy have been scheduled across the year. The work programme has been updated following training sessions provided by the LGA and includes provision for offline workshops, to support the Board's activity between formal meetings.

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

#### 6. **Conclusion**

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



7. **Appendices Attached**

A - Work Programme – 2022/23.

8. **Background Papers**

None.

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## Slough Wellbeing Board Work Programme 2022/2023

**\*\* Subject to ongoing review and change by the Slough Wellbeing Board\*\***

**18<sup>th</sup> January 2023**

### **Formal Meeting**

- Update – ICS and Place (verbal update)
- Update – National & Local Policy
- ICB Commissioning Plan – Deferred to next meeting
- Update – Priority Two, Integration. Health and Social Care Partnership Board
- Update – Priority Three, Strong, Healthy and Attractive Neighbourhoods
- Slough Wellbeing Board Work Programme

**Attendance:** Slough Wellbeing Board Members

**Location:** Session to be held in person at the Council Chambers

## February 2023 (Date TBC)

### Informal Session 5

**Title:** Delivering the 2023/2027 Slough Wellbeing Board Strategy

**Overall Aim of the Session:** Review and update the refreshed strategy to enable official sign-off, identifying the delivery mechanisms needed to ensure progression aligned to the revised priorities.

#### Session Details:

- Review of the draft strategy which has been worked up from the December 22 Slough Wellbeing Board informal session; consideration of the following:
  - Does the strategy capture the desired direction/priorities of the board?
  - What delivery mechanisms does the board need in place to deliver the strategy?
  - What is the operating model / structure that will deliver the strategy?
  - How does the refreshed strategy and required operating model / structure influence the role of the Slough Wellbeing Board and its members?
- Feedback from the session to be used to update the strategy prior to the March 2023 meeting where official sign-off will take place; terms of reference to be revised in line with the strategy ahead of the March 2023 meeting. The refresh of the 2023/2027 Strategy will likely influence the work programme moving forward.

**Attendance:** Slough Wellbeing Board Members

**Location:** To be confirmed (Microsoft Teams or in person at the Council Chambers)

## 15<sup>th</sup> March 2023

### Formal Meeting

- Update – ICS and Place (verbal update)
- Sign-Off - Slough Wellbeing Strategy 2023 – 2027
- Sign-Off - Slough Wellbeing Board Terms of Reference
- Update – Priority One, Starting Well. Children and Young People Partnership Board
- Update – Priority Four, Workplace Health Task and Finish Group
- Update – National & Local Policy
- Slough Wellbeing Board Work Programme

**Attendance:** Slough Wellbeing Board Members

**Location:** Session to be held in person at the Council Chambers

**Informal Session 6**

- To be confirmed later in the year following the refresh of the Slough Wellbeing Board strategy; informal sessions to also consider emerging risks.
  
- Ideas suggested to date by SWB members include:
  - Tackling Local Child Poverty
  - Children and Young People – Intervening Earlier to Reduce Statutory Crisis Intervention
  - Improving the Lives of Children and Young People in Slough
  - Digital Access and Inclusion
  - Tackling Local Inequality
  - Tackling Worklessness to Address Poverty

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