



Slough  
Wellbeing  
Board

# Slough Wellbeing Strategy

2020-2025



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# The Slough Wellbeing Strategy at a Glance

The Wellbeing Strategy for Slough is the overarching plan to improve the health and wellbeing of residents in the borough. It has been created by the Slough Wellbeing Board, a partnership between organisations from the public, private and voluntary sectors in Slough.

## About Slough

Slough has a population of 149,000 people.	This population is relatively young, with Slough's average age only 34.8 years.
Life expectancy in Slough remains lower than the average for the rest of the South East, at 78 years for men, and 83 years for women.	Childhood health in Slough remains poor, with low rates of immunisations, high rates of obesity, and poor oral health.

## Our Priorities

The Slough Wellbeing Strategy is focused around four priority areas the Board will seek to address in order to improve the health and wellbeing of the people of Slough.

Of the four priorities, two reflect areas where the Board will lead on work, while two reflect areas where the Board will have a role influencing the work of other boards or groups.

### Priority One: Starting Well



This priority is an area where the Slough Wellbeing Board will have an influencing role in the work being done to address these ambitions. The Starting Well theme will be led by the Children and Young People's Partnership Board.

### Priority Two: Integration



This priority is an area where the Slough Wellbeing Board will have an influencing role in the work being done to address these ambitions. The Integration theme will be led by the Health and Social Care Partnership Board.

### Priority Three: Strong, Healthy and Attractive Neighbourhoods



This priority is an area where the Slough Wellbeing Board will directly lead on the work being done. To achieve these ambitions the board will work with local communities to understand the issues facing them, co-design SMART neighbourhood plans together, and work together to implement the actions outlined in these plans.

### Priority Four: Workplace Health



This priority is an area where the Slough Wellbeing Board will directly lead on the work being done. To achieve these ambitions, the board will build connections with local businesses in Slough to promote information about Workplace Health, establish a set of Wellbeing Awards to celebrate best practice from employers, create a toolkit of resources relating to Workplace Health, and promote culture change surrounding Workplace Health in employers across the borough.

# What is the Slough Wellbeing Strategy?

The Wellbeing Strategy for Slough is the overarching plan to improve the health and wellbeing of residents in the borough. It has been created by the Slough Wellbeing Board, a partnership between organisations from the public, private and voluntary sectors in Slough.

## The Slough Wellbeing Board

Every local authority is required to have a Health and Wellbeing Board. The task of improving wellbeing in the local area is something best tackled by a range of organisations working together. The Wellbeing Board therefore brings together key organisations from the area, including representatives from the public, private and voluntary sector.

In Slough, we have made a deliberate decision to widen membership beyond the statutory requirements. This allows us to engage with a greater range of partners and work more fully across the borough. We have also called our partnership the 'Slough Wellbeing Board' rather than the Health and Wellbeing Board, to reflect our chosen focus on the wider determinants of the wellbeing of the people of Slough.

The Wellbeing Board consists of senior representatives from:

- Slough Borough Council
- East Berkshire Clinical Commissioning Group
- NHS England
- Berkshire Public Health
- Thames Valley Police
- Royal Berkshire Fire and Rescue Service
- Slough Children's Services Trust
- The Voluntary and Community Sector
- Healthwatch Slough
- Slough Youth Parliament

As well as the priority areas the Wellbeing Board works on, it also has a set of statutory responsibilities. These can be found in Appendix One.

## Health and Wellbeing in Slough: The Context

Slough is a unique area, and as such, faces unique challenges.

The borough of Slough has a total population of around 149,000 people. This population is relatively young, with Slough's average age estimated to be only 34.8 years. Since the 1930s, people from across the world have made Slough their home, making Slough one of the most diverse authorities in the country.

Located to the west of London, Slough is a densely populated urban area. High levels of personal car use mean there is significant congestion and poor air quality. However, despite the urban nature of the borough and its industrial history, Slough has more than 2.54 square kilometres of parks and open spaces. The council has also recently invested in brand new leisure facilities, including gyms and leisure centres, swimming pools and an ice rink.

Slough has pockets of deprivation, and some neighbourhoods offer specific challenges. There are also inequalities in health, primarily between different areas of the borough and between different ethnic groups. Life expectancy in Slough is lower than the average for the rest of the South East, and physical inactivity, cardiovascular disease, obesity and diabetes are high. Slough also has high-rates of preventable ill health amongst children - including obesity, tooth decay and higher levels of hospital admissions for long-term conditions such as asthma.

This health and wellbeing context became even more significant during the COVID-19 outbreak of 2020, when Slough grappled with the impact of the virus on its population. As an authority with high diversity and some areas of deprivation, Slough's population contained relatively high numbers of those people considered to be at high risk from the virus. By the beginning of June 2020, Slough had over 400 confirmed cases of COVID-19 in the borough, and over 100 people had been killed by the virus.

## How the Strategy was developed

The Slough Wellbeing Board began developing this strategy during the autumn of 2019. Members of the board attended a workshop in October to begin agreeing the priorities that would shape the work of the board over the next five years. In this workshop, they heard from members of staff from several different partner organisations on the current context in Slough and the health and wellbeing issues facing residents.

Some of the key points raised in these discussions were:

- In Slough, major causes of ill health and death are mainly due to circulatory conditions, cancer and respiratory conditions.
- A wide range of different factors influence the health of an individual. These include health behaviours, such as diet and exercise or alcohol use, socioeconomic factors, such as education, employment, and income, clinical care, including the access to care and quality of care, and finally, the quality of the built environment.
- To improve the health and wellbeing of residents in Slough, there are a range of areas where work can be done, including tackling poverty, improving the built environment, preventing violence, improving workplace health, integrating health and social care, and improving health and wellbeing in the early years of life.

From this discussion, members of the board turned their attention to developing a list of priority areas. These priorities all reflected areas where work could be done by the Wellbeing Board to improve the health and wellbeing of residents in Slough. This list of priorities was refined to create the four priority areas which underpin this wellbeing strategy. During the spring of 2020, these priority areas were revisited in light of the COVID-19 outbreak, to ensure that this strategy continued to address the most significant and relevant priorities in the wake of the COVID-19 crisis.

# Our Priorities

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The Slough Wellbeing Strategy is focused around four priority areas the Board will seek to address in order to improve the health and wellbeing of the people of Slough.

These priorities are:

- 1. Starting Well**
- 2. Integration**
- 3. Strong, Healthy and Attractive Neighbourhoods  
(Building Community Asset Resilience)**
- 4. Workplace Health**

Underpinning these four priorities is a commitment to reducing health inequalities across Slough. The differences in health outcomes - particularly between different areas of the borough and different ethnic groups - impact all four of the priority areas the board has chosen to address. The commitment to reducing these inequalities therefore drives much of the work of the Wellbeing Board, and forms a theme which underpins each of the board's priorities.

These priorities aim to strike a balance between the need to set ambitious, challenging work targets, and the need for the priorities of the board to be practical and achievable. They also aim to avoid replicating the work currently being done by other partnership boards and committees across the borough.

The priorities all relate to elements of health and wellbeing which many different partner organisations can seek to improve. By effectively working together as a partnership, the Wellbeing Board can aim to make real, tangible changes to the health and wellbeing of residents in Slough.

Of the four priorities, two reflect areas where the Board will lead on work, while two reflect areas where the Board will have a role influencing the work of other boards or groups. The first two priorities, 'Starting Well' and 'Integration' are areas where the Board will play an influencing role. The work relating to these priorities will be led by two of the partnership boards that report to the Slough Wellbeing Board. The Children and Young People's Partnership Board will lead on the work of Priority One: Starting Well, while the Health and Social Care Partnership Board will work on Priority Two: Integration. For both of these priorities, the Slough Wellbeing Board will have a supervising and influencing role over the work being done to address these areas.

The final two priorities relate to areas where the Slough Wellbeing Board will directly lead on the work being done. These two areas are Priority Three: Strong, Healthy and Attractive Neighbourhoods, and Priority Four: Workplace Health. Both of these priorities are areas where the Board will directly lead on setting the direction of work, and drive forward progress.

Each priority is discussed in greater detail in the second half of this strategy. For each priority, some background information on the theme or concept is given first, before data and insight is used to illustrate why this issue is a particular challenge in Slough. Once the context has been established, the ambitions for that area are outlined, before the actions the board will undertake over the next five years are presented.



## Priority One: Starting Well

Starting Well focuses on the health and wellbeing of children and young people. The evidence tells us that when children start school with a good level of health and development, they are more likely to go on to succeed in later stages of education. Tackling health and wellbeing issues at an early stage in life prepares our young people for their future.

### Why is this a priority?

- Slough is a relatively young town. Children and young people aged 0 to 17 years make up 28% of the population of Slough. In particular, we have a significantly high proportion of children aged 0 to 14 years.
- When we compare the health and wellbeing of children in Slough to that of the rest of the country, a number of high priority areas emerge.
- Slough has lower than average rates of many recommended childhood immunisations, including the Mumps, Measles and Rubella immunisation and the Flu vaccination.
- Levels of childhood obesity are high - with over 25% of Year 6 children categorised as obese.
- Oral health amongst Slough children is worse than the England average. 41.5% of 5 year olds have one or more decayed, filled, or missing teeth.
- Mental health disorders in young people in Slough have risen, with 9.6% of young people aged 5 to 16 years in Slough having a mental health condition in 2015.
- The COVID-19 outbreak will have an impact on both the mental and physical wellbeing of children and young people across Slough.

### Ambitions

Over the next 5 years, the Board will seek to:

- Decrease the attainment gap between all children and the bottom 20% at Early Years Foundation Stage.
- Reduce the number of Reception and Year 6 aged children classified as obese.
- Improve immunisations rates amongst young people in Slough.
- Improve oral health amongst children in Slough.

### Actions

This priority is one of two areas where the Slough Wellbeing Board will have an influencing role in the work being done to address these ambitions. The Starting Well theme will be led by the Children and Young People's Partnership Board.

This board will address the work of this priority and report back regularly on their progress to the Slough Wellbeing Board. The actions relating to this priority will be set by the Children and Young People's Partnership Board, and will form part of their strategy. This strategy will seek to understand and respond to the changing picture of the health and wellbeing of children and young people in Slough, including the impact of the COVID-19 outbreak on their health and wellbeing.



## Priority Two: Integration

There are a large range of services that support people to live independently at home, rather than needing institutional care in a hospital or care home. These services are delivered by both health professionals, and social care services. By working closely together, health and social care professionals can ensure that their services are aligned and integrated, in order to provide better care for our residents.

### Why is this a priority?

- The majority of people living in Slough will require health and social care support at some time in their lifetime.
- In Slough, we spend over £100m every year across health and social care. We need to ensure that this funding is being spent in the best way possible to make the biggest difference for people's health and wellbeing.
- Research by Think Local Act Personal tells us that people want their care to be flexible, integrated, and under their own control.
- During the COVID-19 outbreak, health and social care partners demonstrated the benefits of working closely together.

### Ambitions

Over the next 5 years, the Board will seek 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 amount of attendances and admissions to hospital, and the length of these stays.
- Reduce delayed transfers of care.

### Actions

This priority is one of two areas where the Slough Wellbeing Board will have an influencing role in the work being done to address these ambitions. The Integration theme will be led by the Health and Social Care Partnership Board, who will address the work of this priority and report back regularly on their progress to the Slough Wellbeing Board.

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.





## Priority Three: Strong, Healthy and Attractive Neighbourhoods (Building Community Asset Resilience)

Our communities are at the heart of everything we do. Strong, healthy and attractive neighbourhoods are built around people, place, local pride and strong collaborative working between the community and its partners. People in strong, healthy and attractive communities are part of a shared local identity and are empowered to have the skills and opportunities to take part in local life.

### Why is this a priority?

- Health and Wellbeing is influenced by a range of different factors, including socioeconomic factors such as education, employment and income and the quality of the built environment.
- Some areas of Slough have pockets of severe deprivation and poor environmental quality, with the built environment, open spaces, and air quality all suffering.
- These factors all contribute to the health inequalities seen across the borough. Mortality rates of people under 75 years are significantly higher in areas such as Britwell & Northborough, Chalvey and Foxborough.
- During the COVID-19 outbreak, many neighbourhoods in Slough came together to respond to the crisis. The collaboration and sense of community developed during the crisis has the potential to develop into long-lasting local partnerships.

### Ambitions

In the next five years, we aim to:

- Increase levels of resident satisfaction with local place, and improve levels of happiness.
- Improve life chances of residents, by focusing on areas such as housing, poverty, education and employment.
- Reduce health inequalities between wards.
- Increase engagement and volunteering impact, and improve community resilience so that communities are better prepared to cope with extreme events such as disease outbreaks or economic downturn.

### Actions

This priority is one of two areas where the Slough Wellbeing Board will directly lead on the work being done.

To achieve these ambitions, we are going to:

- Work with local communities to understand the issues facing them.
- Work with residents and partners to co-design SMART neighbourhood plans.
- Work with residents and partners to implement the actions outlined in these plans.
- Work with local communities to enable them to deliver mutual support at neighbourhood level.



## Priority Four: Workplace Health

Having a good job, with a reasonable wage, provides security and allows individuals to thrive. It also protects against adverse health outcomes, both while people are working, and in later life. In particular, a good working environment can protect a person's mental health and musculoskeletal health.

### Why is this a priority?

- The county of Berkshire has a high rates of employment. In Slough, 73.5% of population - or over 70,000 people - are in employment.
- Life expectancy in Slough remains lower than the average for the rest of the South East, at 78 years for men, and 83 years for women.
- Healthy life expectancy - or the number of years a person can expect to live in good health - is worsening in Slough.
- The COVID-19 outbreak is expected to have a detrimental effect on the economy, employment rates and staff wellbeing, both in Slough and across the country.

### Ambitions

In the next five years, we aim to:

- Reduce the gap in employment rate for key groups, including those with a long-term health condition, those with a learning disability, and those in contact with secondary mental health services.
- Reduce the gap in wages between residents of Slough, and those who travel into Slough to work.
- Reduce sickness absences, by reducing the percentage of working days lost due to sickness absence.
- Improve the wellbeing at work of people employed in the borough.

### Actions

This priority is one of two areas where the Slough Wellbeing Board will directly lead on the work being done.

To achieve these ambitions, we are going to:

- Build connections with local businesses in Slough to promote information about Workplace Health, and establish a set of Wellbeing Awards to celebrate success and best practice from employers.
- Create a toolkit of resources and materials relating to Workplace Health for employers and staff in Slough, particularly in relation to the COVID-19 recovery.
- Promote culture change surrounding Workplace Health in employers across the borough.

## Ways of working

The Slough Wellbeing Board meets 6 times a year for formal meetings. In these meetings, representatives from the partner organisations discuss strategic issues relating to these four priority areas. They also receive updates on the statutory work that the Board must complete. In addition to these meetings, the Board also engages in one-off workshops and 'Away Days' to further its work in key areas.

The Wellbeing Board is one of three boards or committees that Slough Borough Council has a statutory duty to maintain. In addition to the Wellbeing Board, the local authority must also maintain a partnership board around community safety, and a safeguarding board.



The Safer Slough Partnership is the partnership board centred around community safety. The board is made up of representatives from Slough Borough Council, Thames Valley Police, Slough Council for Voluntary Services, the National Probation Board, and other organisations. The aim of the board is "protecting our diverse, evolving and vibrant community".



The Slough Safeguarding Boards are formed of representatives from Slough Borough Council, Slough Children's Trust, Thames Valley Police, Slough Council for Voluntary Services, Slough Healthwatch, and other organisations. The Boards have four priorities - serious youth violence, neglect, exploitation and domestic violence.

The partners have recently reviewed the ways in which these statutory boards work together. Each board has reset the priority areas they are focusing on, and a Leaders Group has been created to co-ordinate and align this work. This review sought to ensure that the boards are operating in the most effective way to ensure good outcomes for the people of Slough.

# Glossary

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**Cardiovascular Disease**

A general term for conditions affecting the heart or blood vessels. Includes conditions such as heart disease and strokes.

**Co-Production**

A way of working where people with experience of using services are involved in the design and delivery of these services, in order to make sure they really meet the needs of the people who use them.

**Commissioning**

The process of assessing what services are needed in the community, purchasing these services from a provider, and monitoring these services to ensure they meet the desired outcomes.

**Healthy Life Expectancy**

A measure of population health, that estimates the expected years of life in good health for a person.

**Immunisation**

The process where a person is made immune, or resistant to an infectious disease. This usually takes place by administering a vaccine, which stimulates the body's immune system to protect the person against a later infection.

**Musculoskeletal Health**

Musculoskeletal health refers to conditions that affect the joints, bones and muscles.

**Oral Health**

The health of a person's mouth and throat, including tooth decay, gum disease and mouth or throat cancer.

**Physical Inactivity**

A term used to refer to those people who do not get the recommended level of regular physical activity.

**Respiratory Conditions**

Those conditions that affect the lungs and other tissues involved in breathing.

**Statutory Responsibilities**

The responsibilities that the Wellbeing Board has a legal obligation to complete.

# Appendix One: Statutory Responsibilities of the Slough Wellbeing Board

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The Health and Social Care Act of 2012 set out the statutory responsibilities of Health and Wellbeing Boards. These are:

- To prepare and publish a Joint Strategic Needs Assessment for Slough.
- To prepare and publish a Joint Health and Wellbeing Strategy for Slough.
- To give its opinion to the East Berkshire Clinical Commissioning Group (CCG) as to whether their Commissioning Plans adequately reflect the current Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy.
- To comment on the sections of the CCG's Annual Report which describe the extent of their contribution to the delivery of Joint Health and Wellbeing Strategy.
- To give its opinion, as requested by the NHS Commissioning Board, on the CCG's level of engagement with the Board, and on the Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy.
- 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.
- To publish and maintain a Pharmaceutical Needs Assessment.
- To give its opinion to the Council on whether it is discharging its duty to have regard to any Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy 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 Safeguarding Boards inform the work of the Board.
- To receive the annual reports from Slough's Safeguarding Boards and ensure that partners respond to issues pertinent to the Board.

This document can be made available on audio tape, braille or in large print, and is also available on the website where it can easily be viewed in large print.

## Slough Wellbeing Strategy 2020-2025

If you would like assistance with the translation of the information in this document, please ask an English speaking person to request this by calling 01753 875847.

यदि आप इस दस्तावेज में दी गई जानकारी के अनुवाद कए जाने की सहायता चाहते हैं तो कृपया किसी अंग्रेजी भाषी व्यक्ति से यह अनुरोध करने के लिए 01753 875847 पर बात करके कहें.

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