

Slough Borough Council

Report to: Customer and Community Scrutiny Panel
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Contact officer (s): Liz Jones – Group Manager Localities & Neighbourhoods
Kam Birdie – Locality Lead

For all enquiries: (01753) 875500

Ward(s): All

Part I

For comment & consideration

Strong Healthy Attractive Neighbourhoods

1. Purpose of report

To update the Customer and Community Scrutiny Panel 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. The Slough joint wellbeing strategy, the JSNA and the Five-year plan

The [Slough joint wellbeing strategy](#) (SJWS) details the priorities agreed for Slough with partner organisations. The SJWS has been developed using a comprehensive evidence base that includes the Joint Strategic Needs Assessment (JSNA).

3a. Slough wellbeing strategy priorities

Strong, healthy and attractive neighbourhoods is priority 3 of the Slough Wellbeing Board.

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 and communities in Slough came together to respond to the pandemic. The collaboration and sense of community developed during the crisis has the potential to develop into long-lasting local partnerships.

3b. 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 funding from Frimley Clinical Commissioning Group (CCG) has been secured for 2 Community Development Officer posts for a 12-month pilot to focus Strong Healthy Attractive Neighbourhood (SHAN) work on reducing health inequalities. More detail is within the body of this report.

(b) Risk management

Risks associated with the delivery of the SHAN initiative will initially be monitored by relevant operation and strategic groups as well as being reported to the Slough Wellbeing Board.

The main risk associated with this initiative is the lack of funding to allow this work to continue. However, this has been mitigated for 2022/23 with the securing of partner funding for a pilot scheme. To mitigate this risk for future years close partnership working is in place between Slough Borough Council and Frimley CCG (and specifically the Slough Primary Care Networks, PCNs) to agree action plans and key performance measures to demonstrate the benefits of this work in reducing health inequality.

(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.

(e) Workforce

If no alternative funding source for the work can be secured after 2022/23 and Slough Borough Council still faces the current financial challenge, there may be workforce implications. However, the progress of the work and any potential impacts on workforce will be regularly reviewed by Slough Borough Council, Frimley CCG and other Wellbeing Board partners.

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 Primary Care Networks and other key stakeholders (including residents, businesses, ward members and other agencies) to deliver transformational projects focussed on reducing health inequality. SHAN delivery is led by the council's Community Development Officers who are now managed by the Locality Lead.

5.4 SHAN pilot to reduce health inequality: 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 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.

- 5.4.1 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”.
- 5.4.2 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.
- 5.4.3 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.
- 5.4.4 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.
- 5.5 Together 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 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.

5.6 A key feature of SHAN and the Health Inequality pilot is the support and develop communities to be self-supporting, resilient, and able to work effectively together and with other partners to prevent issues arising or getting worse. This cultural change can be challenging for communities where in the past there has been a heavy reliance on the council leading programmes and delivery.

6. Comments of other committees

The Health and Wellbeing Board considered the general feedback and update about the SHAN workstream and heard about the proposal to seek funding from Frimley CCG. Future Health and Wellbeing Board meetings will consider the progress of the pilot scheme.

7. 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 and a new pilot scheme to deliver projects to reduce health inequalities will be in place throughout 2022/23.

8. Background papers

None