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# Welcome from the HWBB Chair

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**IMAGE OF CHAIR**

Welcome to our new Slough Joint Local Health and Wellbeing Strategy for 2026 – 2036.

***HOLD for welcome text from Cllr Dexter Smith – Chair of the HWBB board & Leader of the Council.***

***HOLD for quote from Cllr Ishrat Shah – Lead Member for Equalities and Public Health.***



**IMAGE OF NEW HWBB LOGO**



# Vision

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The Slough Joint Local Health and Wellbeing Strategy 2026–2036 outlines our shared vision of creating a healthy, thriving Slough for everyone. Over the next ten years, we are committed to work side by side with local people, communities, organisations and the voluntary sector to make real improvements that help all live well for longer and thrive together.

*VISION INFOGRAPHIC – example below*

***Slough - a healthy place where everyone can thrive.***

## START WELL

By 2036 children and young people and families will: **have a good foundation for life**

## LIVE WELL

By 2036 adults will: **find it easier to live well and thrive**

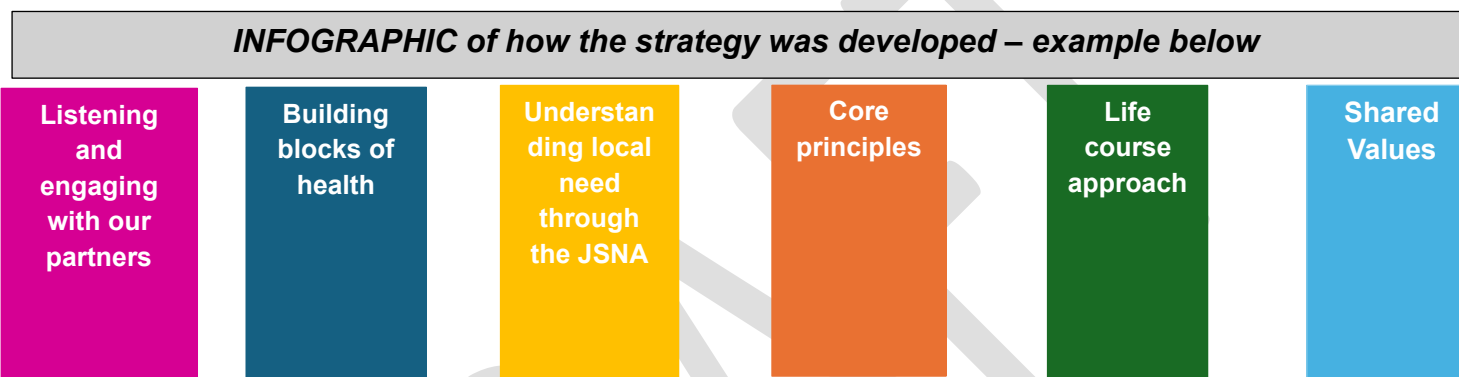
## AGE WELL

By 2036 older adults will: **stay well for longer**

## HEALTHY PLACE

By 2036 Slough will be a place where: **families and communities can live well and**

This strategy focuses on working together towards a shared vision – with organisations and communities across Slough – to improve the health and wellbeing of everyone. It is shaped around insights from listening and engaging with our partners, the building blocks of health, understanding the local needs through our Joint Strategic Needs Assessment. It is guided by core principles and supported by shared values.



# Strategy on a page

*HOLD for finalised infographic following consultation period.*

**PLAN ON A PAGE INFOGRAPHIC – example below**

**Slough - a healthy place where everyone can thrive.**

**What will thriving in Slough look like for all?**

## START WELL

By 2036 children and young people and families will: **have a good foundation for life**

## LIVE WELL

By 2036 adults will: **find it easier to live well and thrive**

## AGE WELL

By 2036 older adults will: **stay well for longer**

## HEALTHY PLACE

By 2036 Slough will be a place where: **families and communities can live well and thrive.**

**Our Core Drivers:**

### PEOPLE AT THE CENTRE

- Tackling unfair differences in the health & wellbeing of communities.
- Prioritising communities and neighbourhoods with the greatest need.
- Build on fairness, local pride and a powerful voice for all our residents.

### PREVENTION, PREVENTION, PREVENTION

- Actively helping people stay healthy, independent, and resilient by through systems and services for prevention.

### GROWING OUR HEALTH AND WELLBEING SYSTEM WITH SLOUGH IN MIND

- Designing/building Slough's health and wellbeing system around the town's unique needs, diversity, and priorities, ensuring services are locally tailored and culturally sensitive.

**Our Values & Behaviours:**

**Data-led decision making**

**Communities Driving change**

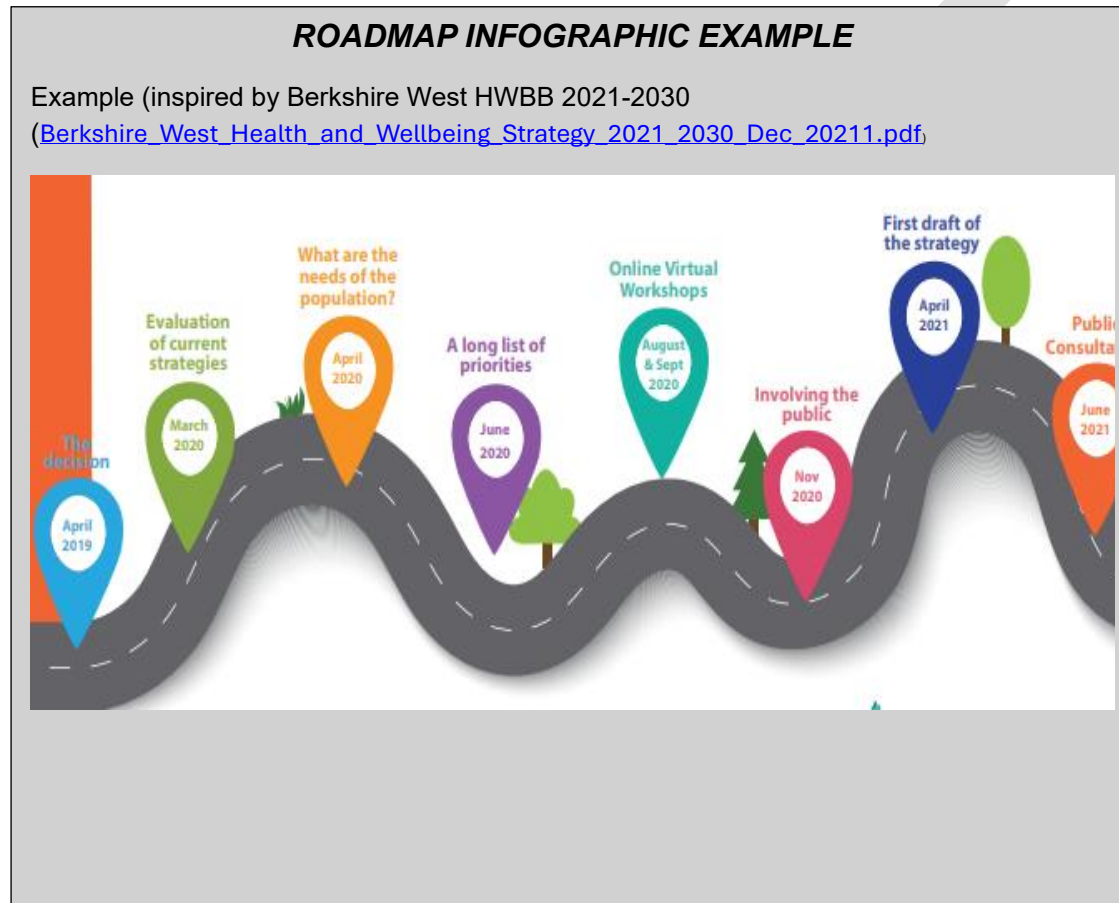
**Workforce development**

**Shared responsibility**

# How the strategy was developed

## The roadmap to development

The roadmap below illustrates the journey we took to develop the priorities for the Slough Joint Local Health & Wellbeing Strategy.



### Key stages of the development of the HWBB strategy to be included in final infographic:

- September 2024 = the decision – endorsement from the Health & Wellbeing board to begin work.
- October 2024 & throughout the entire process = policy and strategy mapping.
- January 2025 = Kick-off – HWBB board member’s workshop.
- February – July 2025 = listening and engaging with partners.
- May 2025 – Involving the VCS & Public - CVS– Shaping Slough’s Health Future: Your Voice! Your Impact!
- September 2025 = First draft of the strategy.
- October 2025 = Public Consultation
- December 2025 = HWBB Board Sign-off
- January – March 2026 = Launch of the new strategy!

## Listening and engaging

Listening and engaging to our partners across the Health and Social Care system across Slough was pivotal and at the heart of our approach to developing the priorities included in this strategy.



*“Your Voice, Your Impact is a powerful reminder that strategy without community is just another piece of paper or research. When we bring in the voices of residents (especially those from underrepresented communities) and the Voluntary and Community Sector who stand beside them daily, we shift from planning for people to planning with them. That’s where real transformation begins. Inclusive, co-created strategies are not only more effective, they are more human.”*

- **Asma Aziz, CEO, Slough CVS**



Images from ‘Shaping Slough’s Health Future: Your Voice! Your Impact!’ – taken by Slough CVS. Images can be found [here](#).

The Health & Wellbeing Board oversaw the development of this strategy, with quarterly updates at formal board meetings providing assurance and shaping the pivotal next steps.



***HOLD for text on Public Consultation once undertaken***

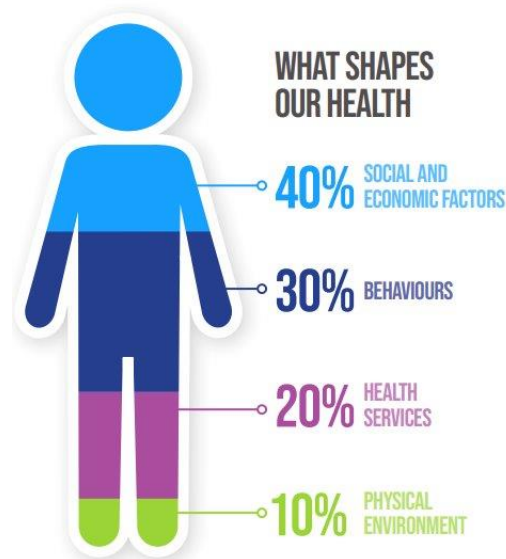
You said, we listened.

DRAFT

# What builds good health?

## Understanding what builds good health

Good health is not just the absence of illness. It is about thriving—physically, emotionally, and mentally—both as individuals, families and communities.



Health is shaped both by individual factors and by the conditions of society. On a personal level, it is influenced by genetics, ethnicity, sex/gender, culture, age, and our own health behaviours. Just as important are the circumstances in which we are born, grow, live, work, and age—the ‘social determinants of health’, these are the building blocks to health.

## THE BUILDING BLOCKS OF HEALTH



Concept adapted from [‘What builds good health?’ – A series of infographics resources by the Health Foundation 2025](#)

# Understanding our health and wellbeing in Slough

## Understanding Slough

Slough is a diverse and rapidly growing town with a young population and a strong workforce. It faces unique challenges in health, employment and housing, which impact the well-being of its residents.

### **Infographic of map Slough with population data overlayed**

**Information will be summarised to include the [JSNA Understanding Slough: Population, Health and Community Chapter](#)**

#### **Population & Demographics**

Slough has 158,495 residents, with a nearly equal gender split (50.5% female, 49.5% male)

It has one of the youngest populations in England, with 28% of residents under 18, compared to 21% nationally

64% of residents come from ethnic minority backgrounds (excluding white minorities), making it one of England's most ethnically diverse areas.

#### **Health & Life Expectancy**

Life expectancy is lower than national and regional averages:

**Men:** 77 years, spending 19 years (25%) in poor health

**Women:** 82 years, spending 21 years (26%) in poor health.

Key health concerns include:

**Smoking:** 15% of adults (over 17,000 people)

**Obesity:** 66% of adults (over 75,000 people)

Diabetes prevalence is significantly higher than national and regional levels

**Mental health:** Over 1,600 people have a serious mental health disorder, and nearly 12,500 adults have depression.

#### **Employment & Economy**

74% of working-age residents were employed in 2023, but the employment rate has yet to recover fully from the pandemic

Slough's economy is heavily influenced by its proximity to London and Heathrow Airport, providing opportunities in logistics, finance and technology.

#### **Children & Young People**

43,800 children and young people (under 18) live in Slough - the 2nd highest proportion in England

Fertility rates remain among the highest in England, despite a decline in 2021

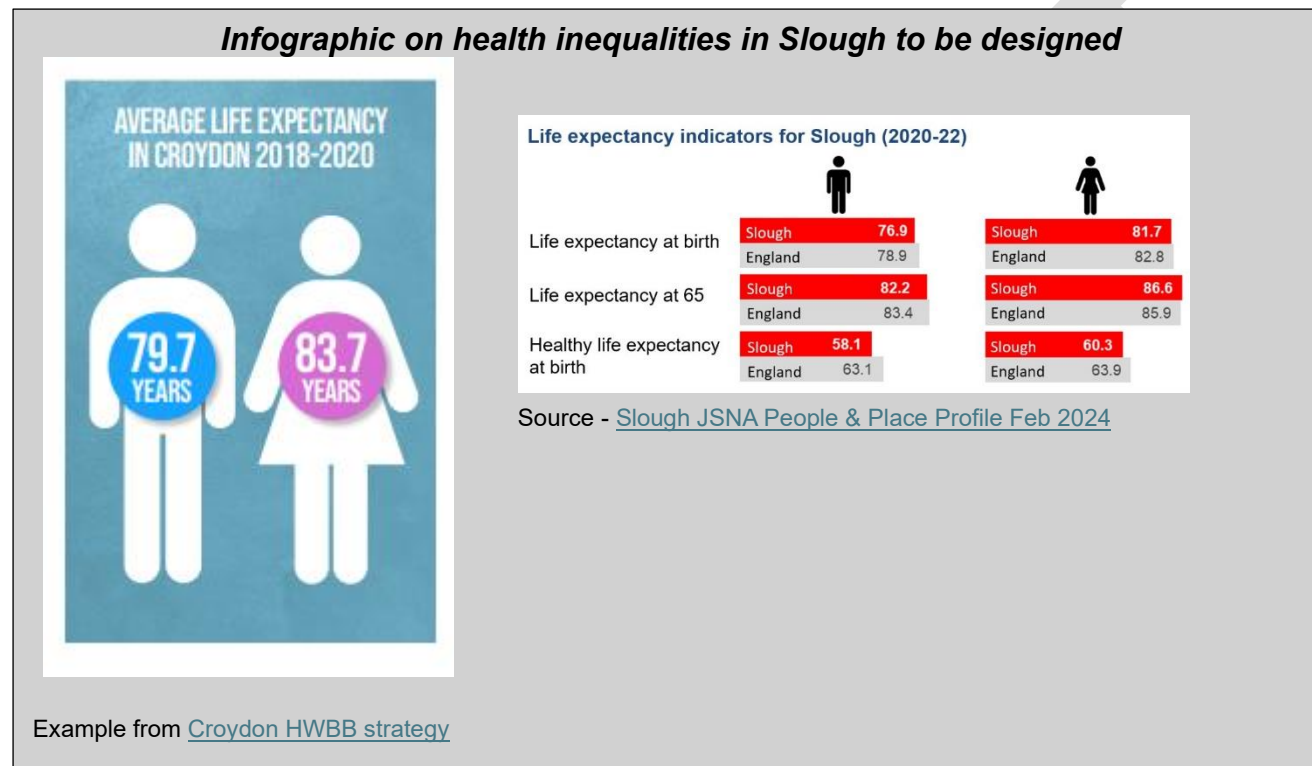
Over 9,000 children (23.2%) live in relative low-income families, and 234 children were in care as of March 2022.

#### **Deprivation & Housing**

- Slough is ranked within the 5th most deprived decile in England, though none of its areas fall into the most deprived 10% nationally
- Overcrowding is a major issue: Nearly 8,300 households had fewer bedrooms than needed in 2021
- The average household size is 3.0 people, compared to 2.4 in England

## Health Inequalities in Slough

Too many people are dying young or living with illness that impacts their quality of life in Slough. This is not inevitable, many of the illnesses robbing us of healthy life are preventable and treatable.

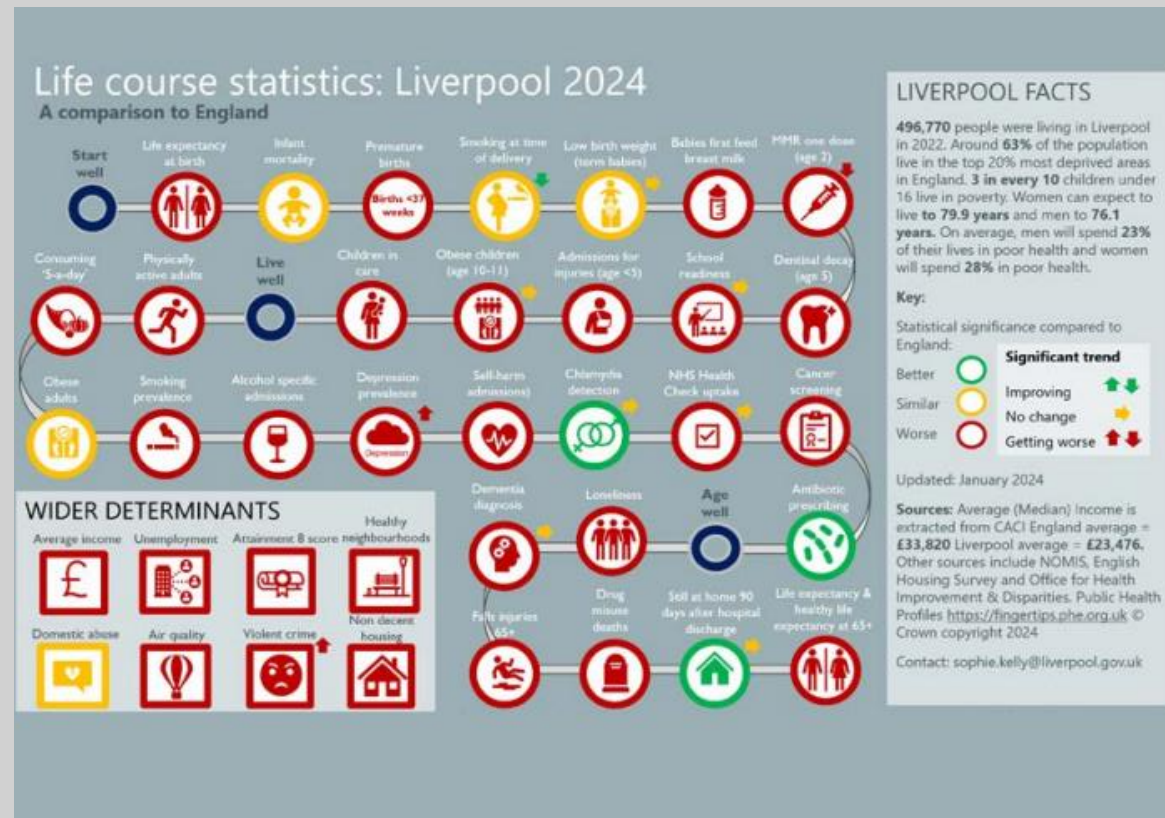


Through this strategy, and by working in partnership, our goal is to support Slough residents to live more years in good health.

## Looking across the Life Course

*HOLD for commentary to provide description of life course statistics in Slough compared to statistical neighbours.*

### Infographic on life course statistics in Slough



Example from [Liverpool City Council – State of Health in the City: Liverpool 2040](#)

## Core Drivers

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This strategy is built around three core drivers - people at the centre, prevention and growing our health and wellbeing system with Slough in mind.

### 1. PEOPLE AT THE CENTRE

- Tackling unfair differences in the health & wellbeing of communities.
- Prioritising communities and neighbourhoods with the greatest need.
- Build on fairness, local pride and a powerful voice for all our residents.

### 2. PREVENTION, PREVENTION, PREVENTION

- Actively helping people stay healthy, independent, and resilient by through systems and services for prevention.

### 3. GROWING OUR HEALTH AND WELLBEING SYSTEM WITH SLOUGH IN MIND

- Design Slough's health and wellbeing system around the town's unique needs, diversity, and priorities, ensuring services are locally tailored and culturally sensitive.

# Taking Action!

To drive meaningful progress over the next 10 years and achieve our vision, each driver will be advanced through priority actions areas aligned to the life course and to healthy place-making.

## 1. PEOPLE AT THE CENTRE

- Tackling unfair differences in the health & wellbeing of communities.
- Prioritising communities and neighbourhoods with the greatest need.
- Build on fairness, local pride and a powerful voice for all our residents.

### Why is this important?

Health inequalities are unfair and avoidable differences in health between different population groups. Closing these gaps requires a systematic approach, supported by urgent and sustained action to ensure fairer health opportunities for all communities. This will mean prioritising resources and attention towards the communities who have the greatest need. We need to learn from our residents through meaningful engagement.

### Opportunities

- Build a strong intelligence function that gives us clear, in-depth insights into the inequalities affecting our communities.
- Develop a consistent process for listening to residents, to ensure services and interventions are designed with and alongside residents.

### START WELL

- Continue to **add value & strengthen maternal health equity in Slough** by embedding the **CORE20PLUS5** approach across the system.
- **Advance early years development** by delivering the vision of “**Giving every child the best start in life,**” in Slough by enhancing integrated family services and access to high-quality early education and care from pregnancy to age five.
- **Drive improved outcomes for Children in Care and Care Leavers** through strategic implementation of the **Slough Corporate Parenting Strategy 2024–2027**, ensuring holistic support and long-term wellbeing.

### LIVE WELL

- **Improve Healthy Life Expectancy in Slough** by coordinating targeted programme on diabetes, premature mortality (under 75s), and liver disease, aligning efforts with population health data and system-wide prevention strategies.
- **Champion equity and inclusion** by advocating for and supporting **underrepresented groups**, ensuring their needs are reflected in service delivery.
- Use **local data** to better understand people in Slough **facing multiple-disadvantage**, so **services can work together** to offer the **right support at the right time**.

### AGE WELL

- **Support multi-generational households** to strengthen family resilience and enable older adults to age well within their communities.
- **Target interventions to those most in need** by using local data to identify older residents facing the greatest health and social inequalities, ensuring tailored support and resource allocation.

### HEALTHY PLACE

- **Embed a public health approach to tackling serious violence**, focusing on prevention, early intervention, and addressing underlying social determinants through multi-agency collaboration.
- **Promote health equity and community wellbeing** by creating safe, inclusive environments that encourage physical activity and improve access to green spaces.

## 2. PREVENTION, PREVENTION, PREVENTION

- Actively helping people stay healthy, independent, and resilient by through systems and services for prevention.

### Why is this important?

Too many people in Slough are living with conditions that reduce their quality of life and lead to early deaths. But this doesn't have to be the case. Many of these are both preventable and treatable. Prevention is about creating the conditions for people to live healthier, more independent, and resilient lives. This means designing systems and allocating resources to support universal education, early help and intervention, enabling healthy choices, and promoting recovery, empowerment, and independence.

### Opportunities

- Influence partners to prioritise and invest in prevention by presenting a robust evidence base that demonstrates the long-term impact and value of preventative approaches.
- Develop a consistent approach across partners that improves health outcomes.

#### START WELL

- **Enable timely and equitable support for child development** by increasing uptake of key early years entitlements such as Healthy Start vitamins and 30 hours of free nursery care, ensuring families maximise access to preventative services.
- **Improve population health outcomes in children** by boosting vaccination coverage for preventable diseases and embedding a whole-school approach to healthy behaviours, emotional wellbeing, and resilience across Slough.
- **Deliver national child social care reforms locally** by operationalising the [Child Social Care Reforms 2023](#) in Slough to strengthen early intervention, safeguarding, and long-term outcomes for children and families.

#### AGE WELL

- **Reduce risk of health issues associated with fuel poverty by supporting residents at risk**, working with partners to address the wider determinants of health and improve living conditions.
- **Prevent avoidable hospital admissions and long-term care placements** through proactive management of long-term conditions and enhanced community-based support.
- **Champion the transformation of the frailty pathway in Slough** ([NHS transformation agenda](#)) by shifting care from hospital to community settings and improving outcomes for older adults.

#### LIVE WELL

- **Champion** the strategic delivery of the Slough Physical Activity Strategy and the Get Berkshire Working programme.
- Ensure **mental and physical health and wellbeing** are **treated with equal importance** across all health and social care planning and services
- **Strengthen prevention and early detection** by **improving uptake of screening and preventative services**, including weight management, PrEP, smoking and vaping cessation, to reduce the burden of preventable diseases.
- **Tackle health inequalities and early mortality** by working in partnership to **remove barriers to healthy behaviours**, focusing on conditions with high local prevalence such as cardiovascular disease, liver disease and respiratory illness.
- Deliver a **whole systems approach to healthy weight** by integrating efforts across sectors to promote healthier environments, behaviours, and support services.
- Support neighbourhood-based health delivery by **championing the Neighbourhood Health model** in Slough, aligning with the [NHS Long Term Plan](#).

#### HEALTHY PLACE

- **Promote lifelong health** through **access to safe, stable, and high-quality housing**, ensuring homes **support wellbeing** throughout life.
- **Create healthier environments** by **improving air quality, regulating fast food outlet density**, and **enabling active travel**, contributing to long-term physical and mental health benefits.



### 3. GROWING OUR HEALTH AND WELLBEING SYSTEM WITH SLOUGH IN MIND

- Design Slough's health and wellbeing system around the town's unique needs, diversity, and priorities, ensuring services are locally tailored and culturally sensitive.

#### Why is this important?

We must work together to design services for Slough that are locally tailored and culturally sensitive, so they truly meet the health needs of different communities and neighbourhoods. Achieving this relies on strong place-based systems that bring services together, creating a health and wellbeing system that is not only more efficient but also sustainable and proactive for the future.

Given Slough's unique population, it's essential that all workforces have access to culturally competent training to deliver inclusive and effective care. A consistent, system-wide approach to embedding health in all policies will ensure that every partner places health at the heart of service design and delivery.

#### Opportunities

- Collaborate across sectors to design and deliver responsive services that meet the evolving needs of Slough's growing and transient population.
- Invest in a resilient and sustainable workforce system by supporting health and social care professionals and strengthening the voluntary and community sector (VCS) infrastructure to ensure long-term service delivery and community engagement.

#### START WELL

- Design future-ready services for Slough's growing child and young people population by using demographic projections to inform long-term planning and resource allocation.
- Integrate services to better support families with complex needs, aligning delivery with the [Child Social Care Reforms 2023](#).

#### LIVE WELL

- Ensure services are culturally competent and inclusive, reflecting the diverse needs of Slough's population to improve access, experience, and outcomes for all communities.
- Design and target services for those most in need, using data and insight to close the inequality gap and reduce health disparities across the borough.
- Embed a consistent approach to Health Equity Audits across the system to ensure services are reaching those who need them most and use findings to drive continuous improvement in service delivery.
- Champion and support the adoption of the [NHS Greener Programme](#) and [ADPH guidance on public health's role in tackling climate change](#) to ensure that the Slough Health & Wellbeing system consider the environmental impact, of service deliver as well as identify system wide actions to mitigate health impacts of climate change.

#### AGE WELL

- Continue to champion the approach of embedding lived experience into service design for older adults by actively involving residents in shaping services that reflect their needs, preferences, and aspirations—ensuring a responsive, person-centred care approach is taken.

#### HEALTHY PLACE

- Embed a robust 'Health & Equity in All Policies' approach by systematically applying health impact assessments to ensure all local policies and decisions contribute positively to population health and reduce inequalities.
- Build resilient and self-sufficient communities through empowerment, education, and capacity-building initiatives that enable residents to take control of their health and wellbeing

# Our values!

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Our values and behaviours as a Health & Wellbeing Board shape how we intend to approach delivering this strategy as a collective partnership and how we will work across the system to ensure that we place people at the centre, proactively prioritise prevention and design our health and wellbeing system with slough in mind.

## Data-led Decision Making

- We will use our Joint Strategic Needs Assessment (JSNA) to gain a deep understanding of the health needs of our population.
- We focus our efforts where they can have the greatest impact.
- Our decisions will be guided by robust data and evidence to improve health outcomes.
- We work collaboratively to strengthen our data and evidence base.

## Communities Driving change

- We will listen well to what our residents are telling us.
- We will be transparent in our decision-making.
- We will promote engagement and collaboration in all areas of our core drivers.

## Supporting Workforce Development

- We are committed to supporting the development of our Health & Wellbeing workforce.
- We will actively support opportunities to strengthen and diversify the Health & Wellbeing workforce.

## Shared Responsibility

- We take responsibility for the progress of this strategy as a system rather than as individual organisations.
- We will be clear about the role assigned to the board to monitor progress in each priority area under the Core Driver's – these categories will include horizon scanning, watching, influencing, developing, monitoring and driving.

# Governance

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## Oversight

The Slough Joint Local Health & Wellbeing Strategy spans a 10-year period. Progress will be formally reviewed at each quarterly meeting of the Health & Wellbeing Board. A highlight report will be presented at each meeting, summarising quarterly achievements toward the strategy's vision:

***“Slough - a healthy place where everyone can thrive.”***

## Delivery of the Strategy

To drive meaningful progress over the next decade and realise our vision, a detailed three-year action plan (2026–2028) has been developed for each of the strategy's core drivers. Each driver is supported by:

- Health & Wellbeing Board Champion – Responsible for overseeing the delivery of priority actions within a reasonable timeframe and reporting quarterly progress to the Board.
- Programme Manager – Works alongside the Champion to ensure timely and effective implementation.

To strengthen accountability and track progress, the Board has assigned a specific oversight role to each priority action. These roles clarify the Board's level of involvement and ensure responsibilities are clearly defined.

## Board Oversight Roles

Each oversight role reflects a distinct type of engagement:

- **Horizon Scanning** – Identifying emerging risks and opportunities.
- **Watching** – Staying informed without direct involvement.
- **Influencing** – Providing strategic input to shape direction.

- **Developing** – Designing action plans and exploring key issues.
- **Monitoring** – Tracking progress and risks, offering support as needed.
- **Driving** – Leading and championing high-profile, Board-led programmes.

Each action in the plan is marked with a symbol indicating its oversight role, making expectations and responsibilities clear at a glance.



Horizon scanning	Watching	Influencing	Developing	Monitoring	Driving
Surveillance for emerging threats and opportunities	Checking in on what is happening, not directly involved	Influencing the content and focus of a work programme	Investigating an area of concern and developing a plan of action	Reporting progress, risks to support or unblock as needed	High profile sponsorship of HWB branded programme

### Assurance & measuring Success

The Slough Health & Wellbeing Board is committed to ensuring transparency, accountability, and continuous improvement through the following actions:

- Annual Reporting – we will publish annual reports to openly share progress and highlight the Board’s activities.
- Strategic Review and Reprioritisation – at the end of the first three-year action plan (2026–2028), we will conduct a comprehensive review of progress toward our vision and adjust priorities as needed.
- Ongoing Community Engagement – we will continue to listen to and involve Slough’s communities and neighbourhoods to shape the Board’s future direction.

Logos of all Partners on the board to be formatted correctly



Frimley

