

Slough Borough Council

REPORT TO:	Cabinet
DATE:	19 January 2026
SUBJECT:	Slough Older People Strategy Annual Update 2024-2025
CHIEF OFFICER:	David Coleman-Groom Executive Director, People Adults
CONTACT OFFICER:	Jane Senior, Director Commissioning, People Adults
WARD(S):	All
PORTFOLIO:	Cllr Anna Wright, Social Care and Public Health
KEY DECISION:	YES
EXEMPT:	NO
DECISION SUBJECT TO CALL IN:	YES
APPENDICES:	Appendix 1 – Older People Strategy – 1 year update Appendix 2 – Equalities Impact Assessment

1 Summary and Recommendations

- 1.1 This report asks Cabinet to note the progress that has been made in Year 2 in the delivery of Slough's Older People Strategy 2023-26 which was approved at Cabinet in November 2023. The Strategy sets out how the Council, working with its partners and experts by experience, will support and encourage Older People to manage their own health and wellbeing, and ensure that that right support is known about and available at the right time. The Year 2 update for Slough's Older People Strategy Action Plan is shown at Appendix 1.

The aim of the Strategy is to ensure that Slough is a place where Older People can stay healthy, remain independent and live at home for as long as possible whilst achieving a good quality of life. This is through a range of initiatives set out within the Older People Strategy Action Plan. The Strategy was informed by engagement and co-production with Older People. The engagement confirmed that the Older Person's voice should be central to service development. Delivery of the Older People Strategy Action Plan is being overseen by an Older People Steering Group (OPSG) comprising older people, carers, volunteers, the Co-production Network, Council officers and professional stakeholders and is co-chaired by an officer and expert by experience.

- 1.2 Delivery of the Slough Older People Strategy supports delivery of the Corporate Plan 2023-27 and Slough Wellbeing Strategy 2020-25 as well as continuous improvement across Adult Social Care, and meeting the Council's Care Quality Commission (CQC) Assurance requirements. In July 2025 Slough Borough Council received a 'good' rating from the CQC in its assessment of Adult Social Care. The development and progression of key adult social care strategies, including the Older People Strategy, were key contributory factors to achieving this rating,
- 1.3 Whilst there has been some positive progress with the Strategy this year, staffing capacity has been constrained progress in some areas. At the time of the writing of this report, the Council is currently out to consultation on a new commissioning structure and which, if agreed, will increase capacity within the strategic commissioning element of the team (whilst delivering savings overall). A review, refresh and reprioritisation of some elements of the Strategy Action Plan are likely be required moving into the final year. It has been indicated within Appendix 1 where it is the case.

Recommendations:

Cabinet is recommended to:

Note the progress made during Year 2 in the delivery of the Older People Strategy Action Plan as set out at Appendix 1.

Reason:

To ensure that tangible progress has been made with the delivery of the Older People Strategy 2023-26.

Commissioner Review

This report is outside the scope for pre-publication commissioner review; please check the [Commissioners' instruction 5 to CLT to sign off papers](#) for further details.

2 Report

Publishing the progress of the Adult Older People Strategy 2023-26 contributes to the following priorities:

- **Slough Corporate Plan 2023-27**

Strategic Priority 2: town where residents can live healthier, safer and more independent lives

- Working with partners to target health inequalities and promote wellbeing
- Supporting residents to be as independent as possible whilst providing quality services for the most vulnerable.

- **Slough Wellbeing Strategy 2020-25**

Priority 2: Integration:

- Increase the number of people living independently at home and decrease the proportion living in care homes
- Increase the number of people who are managing their own health and care needs.

Staying healthy, remaining independent and living at home for as long as possible are important elements in achieving a good quality of life in older age. For some, this is likely to be more challenging than for others, and multiple factors, including health inequalities,¹ can affect the extent to which this is possible.

This Strategy for Older People describes 8 key priorities to support this vision² and to address the particular needs of those who might require additional support. These priorities were borne out of national and local drivers set out in the JSNA and Observatory Data and importantly through consultation with Older People including the Co-Production Network.

2.1 Options considered

Options	Pros	Cons
Option 1 Deliver an annual progress update concerning the implementation of the Older People Strategy 2023-26 in line with its incorporated Strategy Action Plan. Recommended	Transparency, accountability and oversight from Members in the delivery of a Cabinet approved Strategy The progress update is published, reported to Cabinet and accessible to Slough residents	No clear disadvantage.
Option 2 Do not update Cabinet on the progress which has been made in implementing the Older People Strategy 2023-26. Not recommended	No clear advantage to not reporting on progress	A missed opportunity to provide information concerning progress.

Option 1 is recommended

Background

¹ Health inequalities are described by the NHS as unfair and avoidable differences in health across the population, and between different groups within society. These include how long people are likely to live, the health conditions they may experience and the care that is available to them. The conditions in which we are born, grow, live, work and age can impact our health and wellbeing. These are sometimes referred to as wider determinants of health. [NHS England » What are healthcare inequalities?](https://www.england.nhs.uk/what-are-healthcare-inequalities/)

² Taken from Slough Adult Social Care Strategy 2023.

The Older People Strategy 2023-26 was approved at Cabinet in November 2023 and provides an opportunity to deliver and strengthen the Older People offer within the town - based upon evidence and information obtained through engagement. The Strategy sets out 8 key priorities for Older People, aligned to Corporate Objectives. The priorities are:

- **Priority 1:** To reduce social isolation and loneliness for Older People - minimising or delaying Dementia and tackling social isolation.
- **Priority 2:** For Older People to have a continued sense of purpose to live their best life.
- **Priority 3:** To live more years in good health.
- **Priority 4:** To work in greater partnership with the NHS and Public Health to prevent Long Term Conditions including the wider determinants of health.
- **Priority 5:** To tailor Older People Information & Advice on the challenges that affect them e.g. cost of living, fuel costs, food poverty, etc
- **Priority 6:** To support intergenerational families best care for their loved ones and with respect to cultural differences.
- **Priority 7:** To have a choice about where I die through a co-produced end of life pathway.
- **Priority 8:** To have a range of housing options to suit me in later life.

The Strategy contains an Action Plan setting out a range of initiatives which are being implemented to deliver against the priorities. Progress against the action plan over years 1 and 2 is included in the update at Appendix 1.

In brief, some of the key highlights for this year are as follows:

Highlights

- Promotional video for the Older People's Steering Group produced with contributions from officers, partners, volunteers and members of the Co-production Network and experts by experience.
- Facilitation of the second Older People's Question Time event in October 2025, where older people in the town were provided with the opportunity to ask questions of a panel comprising officers, partners and politicians.

Development of resource packs for older people and professionals concerning dementia , as well as two videos:

- 1) **Dementia Journey (Diagnosis)** – describing the route to a dementia diagnosis and the benefits of this as told by people with dementia and their families and carers in collaboration with Berkshire Healthcare Foundation Trust.
<https://youtu.be/RiTDr9YY5NY>
- 2) **Dementia Journey (Post Diagnosis “Living Well”)** – describing how people can continue to live well with a dementia diagnosis as told by people with dementia, their families and carers in collaboration with BHFT.
https://youtu.be/VoN6A_8jhWA

- TEC Talks for Older People facilitated by the TEC Commissioner concerning our local offer, managing medication through smart phones, Gen AI for tackling social isolation and loneliness and consumer technology. Ask Sara tool was also

commissioned to enable older people and others to self-assess for types of technology to purchase to assist with daily living skills and support needs.

- 1697 referrals managed through the Community Connector element of the Slough CVS infrastructure contract.
- Short notice and successful activation of contingency plans in response to NRS community equipment provider collapsing and identification of alternative provider in collaboration with Berkshire statutory partner agencies.
- Successful recommissioning of a stroke service with East Berkshire partners and also pre-payment cards. Commencement of recommissioning and procurement of the extra care service.

Challenges

A number of factors have impacted upon progress in some areas. This includes a review of day services provision, the development of an end of life pathway and the advice and information offer. This is due to some capacity issues, the need to react at very short notice to activate contingency arrangements in respect of the financial failure of a large scale community equipment provider, a changeover in staff, and a restructure of the commissioning function. A review and reprioritisation of some areas will take place over Year 3 of the Strategy.

3. Implications of the Recommendation

3.1 Financial implications

There are no financial implications directly relating to the publication of the update on the Older People Strategy. However, the Older People Strategy is funded through Slough Borough Council's general fund, reflected by current budgets. There are instances of identifying additional external funding through either the Better Care Fund, or external sponsorship. It is important that these opportunities are optimised to increase the funds available for the implementation of the Older People Strategy, as Council support is restricted by the value of available budget.

Any procurement activity arising out of the Strategy Action Plan, for example the Extra Care recommissioning exercise will be subject to approval through the Council's Contract Procedures Rules and will only be authorised subject to the availability of budget.

3.2 Legal implications

This strategy is produced in accordance with the Care and Support Statutory Guidance and sets out the steps that the Council has taken and will take to 4(i) discharge its statutory obligations including general duties and specific duties to carers under the Care Act 2014, including the duty under s2 in respect of preventing needs , A the duty (ii) analyse local needs of carers and keep them under review (iii) shape the local market as well as establish joint working partnership with health partners and align its functions with the wider corporate planning.

3.3 Risk management implications

3.3.1 Overall, the risks associated with approving the Slough Older People Strategy are set out below.

<i>Risk</i>	<i>Assessment of Risk</i>	<i>Mitigation</i>	<i>Residual risk</i>
Insufficient staffing resource to implement the Strategy Action Plan alongside other work activity.	Medium	Commissioning restructure will bring additional resource to the strategic commissioning element of the service (whilst delivering a saving overall)	Low / medium
Insufficient budget to support any commissioning intentions arising out of the Older People Strategy Action Plan.	High	Budget availability to be confirmed in advance of commencement of any particular commissioning project. Ensuring best value considerations. Robust analysis as part of project of effectiveness and efficiency of any existing current supply.	Medium

3.4 Environmental implications

There are no environmental implications

3.5 Equality implications

A full Equalities Impact Assessment is set out at Appendix 2.

The implementation of the Older People Strategy and the work delivered by the steering group and task and finish groups.

The following priorities and actions within the Older People Strategy are seeking to address the challenges related to demand and complexity. The improved management of long term conditions is aimed at improving the health inequalities for residents of Slough.

Priority 1 To reduce social isolation and loneliness for Older People approach to minimising or delaying Dementia and tackling social isolation.

Priority 4 To work in greater partnership with the NHS and Public Health to prevent Long Term Conditions including the wider determinants of health.

Under these priorities a Dementia Needs Assessment identified

The recorded prevalence of dementia among over 65s in Slough has remained just under 4% over the last few years and is lower than both the regional and national averages (although statistically similar in 2020). This could be due to Slough having a relatively young population compared with England and the Southeast, but also due to lack of awareness, access to healthcare and other cultural differences.

On this basis, the Dementia Task and Finish group have created a Dementia Factsheet to raise awareness. Two videos have also been created to provide information to residents.

A 'Social Isolation Needs Assessment' identified the following:

Social isolation is a health problem as well as a serious inequality issue. Those within our society who are already at risk of being marginalised have a greater likelihood of experiencing chronic loneliness and isolation as their ability to positively impact their lifestyle and immediate environment are further constrained. The effect of loneliness and isolation can be as harmful to health as obesity or smoking 15 cigarettes a day; lonely individuals are at higher risk of the onset of disability; loneliness puts individuals at greater risk of cognitive decline, and one study concluded that lonely people have a 64% increased chance of developing clinical dementia.

The Older People's Steering Group has considered how older people can access social activities and events. It concluded that there is a raft of community led activities taking place within the borough e.g faith coffee mornings, the over 50s Forum, carers groups etc that provide natural settings for older people to make friends and reduce social isolation. However, there may be a need for a "buddying role" for people who are hesitant or lacking in confidence to attend the first few meetings.

Consideration will be given in Year 3 as to how this kind of arrangement could be progressed eg via the Slough Community and Voluntary Sector volunteers offer and / or through an augmentation of the Community Connector role. Continued development of the TEC offer within the borough can support those with caring responsibilities to take a break from caring responsibilities in order to access community and voluntary sector services and activities.

3.6 Corporate Parenting Implications

There are no corporate parenting implications.

3.7 Procurement implications

Procurement implications relating to planned recommissioning exercises will be included on a case by case basis for example in the instance of the recommissioning of extra care. .

3.8 Workforce implications

There are no workforce implications.

3.9 Property implications

There are no property implications.

4. **Background Papers**

None.