

Slough Borough Council

Report To: Slough Health and Wellbeing Board

Date: 18th June 2026

Subject: Title of report

Chief Officer: Tessa Lindfield

Contact Officer: Sonia Khan

Ward(s): ALL

Exempt: NO

Appendices: Presentation on Pride in Place in Britwell and Foxborough

1. Summary and Recommendations

This report provides a summary of the Pride in Place programme, including funding, delivery model and current progress in Britwell and Foxborough. It seeks the Board's strategic input on aligning the programme with health and wellbeing priorities.

Strategic Alignment

Please indicate which priority in the *Joint Local Health and Wellbeing Strategy: Slough Health and Wellbeing Strategy 2026–2036* your report aligns with, and specify the population group or place targeted:

Priority 1 – People at the Centre	Priority 2 – Prevention, prevention, prevention	Priority 3 – Growing our health and wellbeing system with Slough in Mind
X	X	X

Start Well	Live Well	Age Well	Healthy Place
X	X	X	X

Design Principles Alignment

Please indicate how this work supports our design principles and provide evidence for any relevant areas of alignment:

Evidence based programme design	Coproduction with communities	An integrated approach	Supporting our wider workforce	Shared responsibility	Sustainability
X	X	X			X

Programme will need to be designed based on understanding of population, needs analysis and resident insight about their lived experience of place and of services.

Programme is resident led and so any improvements to place or proposals for funding will need to be co-produced with residents.

Programme is intended to be about making systems work better in a place rather than just bringing improvements or new services to a place.

This is about sustaining changes in an area – changing the way services work with residents, improving the place, and services across the system –on a 10 year time frame.

1.1 Consideration:

- Information
- Discussion
- Decision
- Endorsement

Recommendations:

The Health and Wellbeing Board is recommended to:

- a) Note the progress of the Pride in Place programme
- b) Provide strategic direction on alignment with Health and Wellbeing Strategy priorities
- c) Identify opportunities for partners to support a joined-up, place-based approach
- d) Consider how learning can inform wider borough delivery

2. Report

Introductory paragraph

Slough has been selected to receive **Pride in Place funding** for two neighbourhoods – **Britwell** and **Langley Foxborough** – as part of the third national cohort of this flagship programme. Across the UK, 284 areas will now benefit from up to **£5.8bn over 10 years**, aimed at addressing long-standing neighbourhood decline in places that feel overlooked.

This funding offers a significant opportunity to embed **community-led regeneration and place based working**, align existing council policies and powers (e.g. Assets of Community Value, Neighbourhood Planning), and invest in **long-term sustainability and legacy** for two priority neighbourhoods. There are existing examples of place based working to build on – for example - Safer Langley, Sport England Pilot, National Neighbourhood Health Implementation Programme and Family Hubs, Dedicated national support will be available through the Communities Delivery Unit and a cross-sector learning network, helping Slough to deliver impact over the next decade.

This paper summarises the programme and identifies key discussion points for the Health and Wellbeing Board.

Options considered

Accept funding and deliver in line with funding requirements – recommended

Decline funding – not recommended

Background

Programme Overview

- **£20m per area over 10 years** (£40m total for Slough), split **63% capital / 37% revenue**
- Phased funding profile, starting at **£0.39m in 2026/27**, rising to **£2.2m per year from 2028/29**
- Long-term commitment, with flexibility built in to adapt over time

Delivery is underpinned by principles of being **community-led, flexible, long-term and supportive**, with a strong emphasis on **capacity building and empowerment**.

Governance and Delivery

Each area must establish a **Neighbourhood Board**, chaired by an independent chair appointed jointly by the Council and MP. Boards must be majority local residents or workers, include at least one Ward Councillor and the MP, and demonstrate that the **10-year Pride in Place Plan is genuinely co-designed with the community**. Failure to evidence meaningful engagement could result in funding being withheld.

Boards are expected to act as a **conduit for community voice**, drawing on extensive engagement such as conversations, workshops and listening exercises, rather than substituting for wider community involvement.

Plans can span a broad portfolio of interventions, including **regeneration, housing, skills, cohesion, community power, health and wellbeing, transport, safety and education**, with flexibility to progress activity without repeated approvals where it aligns with agreed priorities.

Key features of the programme

- Funding is £20m for **each area**, over 10 years – split 63% capital, 37% revenue
- Funding is staggered - £0.39m in 26/27 and £1.36m in 27/28- ramping up to £2.2m per year from 28/29 (noting general election will be August 29 if not called earlier)
- There are **three overarching aims of this programme**:
 - **Stronger communities** – tackling root causes of social division, strengthening belonging, social mixing and safety.
 - **Thriving places** – revitalising high streets and neighbourhoods; redesigning public services so they are responsive, tailored to local needs, and particularly effective at addressing inequalities.

- **Taking back control** – empowering local people to shape their area and influence local decision-making- (including public services).
- **Guiding principles** are that the funding is community led, flexible, long term and supportive with a focus on capacity building and empowering support.
- **As set out [in governance guidance](#) an independent Chair** will need to be appointed by local authority and MP who will lead the process of **establishing a diverse Neighbourhood Board**, supported by local authority and MP. The board should be made up of a majority of local people / workers as well as at least one ward Councillor and the MP
- **The Board** must demonstrate that the Pride in Place Plan is genuinely co-designed with the local community or funding can be withheld – outlining a community vision for change over the next 10 years and to keep reviewing progress and impact with the community. This must be based on extensive engagement with local residents– e.g. community conversations, workshops, listening exercises – so the Board is a conduit to community engagement not the vehicle for engagement in of itself.
- **The Plan will guide programme delivery** – to enable greater flexibility approval will not be required if programmes align to an existing [list of interventions](#)
 - Regeneration, High Streets and Heritage
 - Housing
 - Work, Productivity and Skills
 - Cohesion
 - Community Power
 - Health and Wellbeing
 - Transport
 - Safety and Security
 - Education and Opportunity
- Boards can lever [existing policies](#) to enable community led regeneration – e.g. Assets of Community Value, Neighbourhood Planning (it is therefore really important to engage key Council services that oversee these policies)
- There is a focus on investing in long term sustainability and legacy
- Support will be available via a cross sector learning network and the Communities delivery unit – MHCLG with dedicated delivery manager delivery unit – MHCLG with dedicated delivery manag

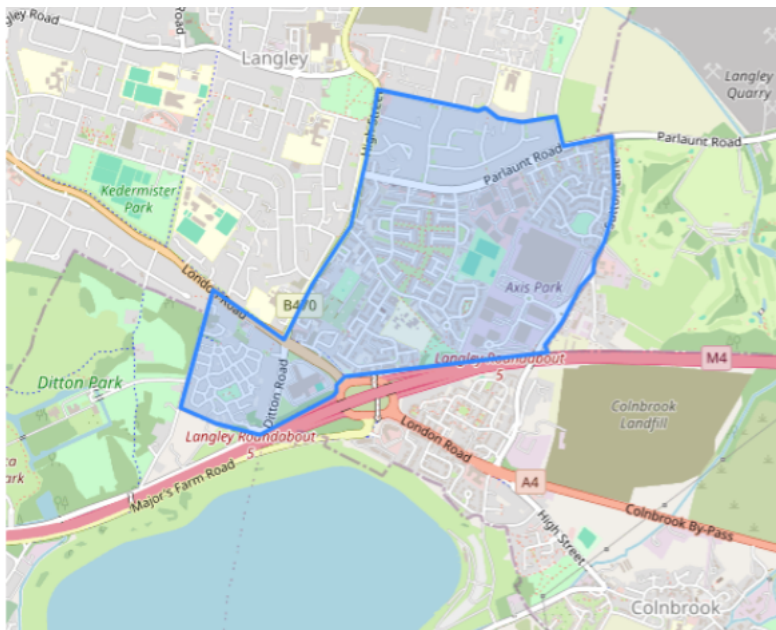
Geographies chosen

Middle layer Super Output Areas have been chosen. As these are statistical administrative areas, it is acknowledged these will not reflect how people relate to place; there is scope to propose boundary changes – to be submitted to MHCLG by 28/8/26.



Britwell MSOA

Note geography of Sport England sometimes omits assets that are of value to Britwell community



Langley Foxborough

Note: Clear Hold Build covers other Langley wards- was originally focused on Foxborough

The Board is invited to consider good practice for place based working as set out in the slides and to discuss:

- What are the opportunities to tackle health inequalities?
 - Developing richer more rounded insight based on what life is like for communities and how systems currently work in practice- particularly for those from seldom heard communities?

- Designing healthier environments
 - Co-producing with residents how they improve health- seeing residents as agents of change
 - Tackling wider determinants- e.g.housing, employment
 - Focusing on community wellbeing
- How can Pride in Place add value to the way we are already doing in localities to tackle health inequalities?How can Pride in Place accelerate joining up effort between communities and local partners including healthpartners?
 - What are the practical ways we can ensure we build on this existing work?
 - How will we know if Pride in Place is making a difference on long term health outcomes?
 - How do we ensure the learning and capacity built benefits other places?

3. Implications of the Recommendation

3.1 *This paper is for discussion*

3.2

Equality: Positive impact expected through targeted investment in areas with higher levels of deprivation and inequality.

Financial: External funding secured; however, there are indirect resource implications for supporting delivery.

Risk: Risks relate to delivery capacity, governance requirements and equitable perception across the borough.

Workforce: Additional capacity required in programme management and community engagement.

Risks:

Opportunities	Risks	Mitigations
£40m long-term investment	Funding at risk if programme requirements not met	Strong programme governance; early assurance with MHCLG; clear delivery plans and milestones; regular compliance reviews
Shift to place-based working and new delivery models	Hidden internal costs (staff, legal, comms)	Early resource planning; align existing budgets and roles; phased mobilisation; monitor

		cost pressures through programme board
Targeted investment enabling deep impact	Increased demand on corporate services (procurement, finance, legal)	Dedicated programme support; forward pipeline planning; prioritisation within corporate services; clear governance routes
Building internal capability in engagement and delivery	Opportunity cost (diversion from other priorities)	Align with existing strategic priorities (HWB, ICS, regeneration); ensure dual-benefit delivery; regular senior oversight
Long-term prevention and reduced demand	Programme limited in scope (community project focus)	Integrate with mainstream services (health, housing, VCS); align with prevention agenda; use programme to influence wider system change
Community-led delivery reducing reliance on council	Over-dependence on council if community capacity not built	Invest early in community development and leadership; capacity-building funding; clear transition to community ownership
Stronger partnerships with VCS and external organisations	Perception of inequity across the borough	Clear communications strategy; transparency on selection criteria; share learning and scale approaches borough-wide
Whole-place, integrated approach	Fragmentation or duplication with existing initiatives	Map existing activity; align governance with HWB/ICS/locality structures; single shared vision and outcomes framework
Focus on cohesion and community power	Alienation of borough-wide or communities of interest	Ensure inclusive engagement approach; link neighbourhood work to borough-wide strategies; targeted outreach to underrepresented groups

4. Background Papers

Presentation