

Slough Borough Council

Report To: Slough Health & Wellbeing Board

Date: Tuesday 17th March 2026

Subject: The Slough Health & Wellbeing Board
Operating Model for Delivering the Health &
Wellbeing Strategy 2026–2036

Chief Officer: Tess Lindfield, Director of Public Health & Public
Protection, SBC

Contact Officer: Charlotte Littlemore, Public Health Programme
Manager, SBC

Ward(s): ALL

Exempt: NO

Appendices: Appendix 1. Final Strategy Document

1. Summary, Recommendations

- 1.1 This report sets out several recommendations for consideration by the Health & Wellbeing Board to implement a new operating model to ensure the successful delivery of the Slough Health & Wellbeing Strategy 2026–2036.

Please indicate which *priority in the Joint Local Health and Wellbeing Strategy, [Slough Wellbeing Strategy 2020 – 2025](#), your report links to:

Priority 1 – Starting Well	Priority 2 - Integration	Priority 3 – Strong, Health and Attractive Neighbourhoods	Priority 4 – Workplace Health

**Not applicable for this item.*

1.2 Consideration:

- Information
- Discussion
- Decision
- Endorsement

Recommendations:

The Health & Wellbeing Board is recommended to:

- (a) *Note the final design of the Slough Health & Wellbeing Strategy and ensure its distribution to all relevant partners.*
- (b) *Agree a strategic approach to the structure of Health & Wellbeing Board meetings and associated agenda items.*
- (c) *Agree a standardised agenda for Health & Wellbeing Board meetings going forward.*
- (d) *Agree a clear and formalised reporting structure for partnerships to strengthen the board’s governance and accountability framework. This should set out: (1) partnerships required to provide formal assurance to the board; (2) partnerships delivering programmes of interest to the board; and (3) partnerships acting as delivery partners for the Health & Wellbeing Strategy.*
- (e) *Agree a strategic approach for delivering the Slough Health & Wellbeing Board Strategy 2026 – 2036.*

Reason:

The publication of the new Health & Wellbeing Board Strategy provides an opportunity to consider a refreshed operating model for the Board. This will help ensure the Board is best placed to achieve the strategy’s ambition for Slough to be a healthy place where everyone can flourish.

2. Report

Introductory paragraph

- 2.1 In December 2025, the Slough Health & Wellbeing Board approved the content of Slough’s Joint Local Health & Wellbeing Strategy (2026–2036) and delegated authority to the Health & Social Care Partnership to oversee the final production of the Strategy document. Please see Appendix 1 for the final strategy document. The Public Health team are working closely with the SBC Comms Team to agree a comms plan for the promotion and public launch of the strategy.
- 2.2 Following the publication of the new Strategy, there is an opportunity for the Health & Wellbeing Board to consider a refreshed operating model to ensure the Board is best placed to achieve the strategy’s ambition for Slough to be a healthy place where everyone can flourish.

Operating Model Recommendations for Consideration

- 2.3 Agree a strategic approach to the structure of Health & Wellbeing Board meetings and associated agenda items.
- 2.3.1 Table 1. Highlights the options for consideration:

Options	Detail	Recommendation
Option 1 – Annual Programme of Driver-Aligned Board Meetings	Three of the four formal meetings will be themed around each strategic driver. Agenda items for these meetings will be selected based on the driver they align with. The proposed annual cycle is:	Recommended

	<ul style="list-style-type: none"> • June – People at the Centre • September – Prevention, Prevention, Prevention • December – Growing our H&WB System with Slough in Mind • March – Progress Review 	
Option 2 – Streamlined Agenda: Three Driver-Led Items per Meeting	Each strategic driver will have one dedicated item or theme at each HWBB meeting, resulting in only three substantial items being presented to the Board at any one meeting.	Not recommended

2.4 Agree to implement a standardised agenda for Health & Wellbeing Board meetings going forward.

2.4.1 The Public Health Programme Manager will work closely with the Chair to implement a clear and consistent agenda structure for Board meetings. This will support both the Board and presenting partners to be clear on the intended ‘ask’. Subject to Board approval, the new agenda structure will be introduced from the June meeting onwards.

2.5 Agree a clear and formalised reporting structure for partnerships to strengthen the board’s governance and accountability framework. This should set out: (1) partnerships required to provide formal assurance to the board; (2) partnerships delivering programmes of interest to the board; and (3) partnerships acting as delivery partners for the Health & Wellbeing Strategy.

2.5.1 A review and mapping of the partnerships that interlink with the Health & Wellbeing Board has been undertaken by the Public Health team; these are highlighted in Table 2.

Table 2. Partnerships that interlink with the Health & Wellbeing Board

Partnerships required to provide formal assurance:	Reporting requirement :	Partnerships delivering programmes of interest to the board:	Reporting requirement :	Partnerships acting as delivery partners for the Health & Wellbeing Strategy.	Reporting requirement :
JSNA Steering Group	Bi-annual report on the JSNA	Combatting Drugs Partnership	Annual Report on work programme	Health & Social Care Partnership	Progress reported as and when required

	programme of work				through regular Strategy updates
Health Protection Partnership	Annual report updating the board on the Health Protection Function across Slough & broader geography	Safer Slough Partnership	Annual Report on work programme	Various Public Health Partnerships – Suicide Prevention Partnership, Mental Health Prevention Concordat, Substance Misuse Partnership	Progress reported as and when required through regular Strategy updates
		Safe in Slough Partnership	Annual Report on work programme		
		CYP Partnership	Annual Report on work programme		

2.6 Agree a strategic approach for delivering the Slough Health & Wellbeing Board Strategy 2026 – 2036.

2.6.1 Following a review of best practice across a range of Health & Wellbeing Board strategies by the Public Health team, the following approach is being recommended for consideration:

2.6.1.1 Three board members are to be identified and recommended as champions to lead the work programme for each priority area of the strategy, it is suggested that they will be supported by a nominated Public Health Lead.

2.6.1.2 It is recommended that the HWBB Strategy Champions, supported by the Public Health lead, co-produce a three-year action plan to present to the HWBB for approval in June. Each champion will receive a draft set of proposed actions—collated during the consultation phase of the strategy’s development—along with a mapping document outlining existing partnership work that aligns with the Health & Wellbeing Strategy’s strategic ambitions. These materials will help inform, develop, and refine the agreed three-year action plan.

Priority 1 – People at the Centre

Priority 2 – Prevention, Prevention, Prevention.

Priority 3 – Growing our Health & Wellbeing system with Slough in Mind.

HWBB Champion– VCS Lead

HWBB Champion– NHS or PH Senior Officer

HWBB Champion– Nominated rep from Health & Social Care Partnership

PH Lead – Janet Ige, Senior Public Health Intelligence, Insight and Research Manager

PH Lead – Charlotte Littlemore, Public Health Programme Manager

PH Lead – Dalia Youssef, Consultant in Public Health

Background

- 3.1 The Health & Wellbeing Board has a duty to deliver a Joint Local Health & Wellbeing Strategy to improve the health and wellbeing of the local community and reduce inequalities for all ages.

3. Implications of the Recommendation

3.1 Health and Well-being Board and Partners Implications

- 3.1.1 The continued development of the JLHWSs is a shared responsibility among the Health and Wellbeing Board and its partners. Their ongoing support and active engagement is key to ensuring that the final strategy aligns with real priorities and delivers meaningful impact to effectively support the health and wellbeing of Slough residents.

3.2 Equality implications

- 3.2.1 The equality implications of a JLHWSs strategy are critical in ensuring that the strategy promotes fair access, reduces health inequalities, and improves outcomes for all residents. Improving equity is a core tenet of the Strategy.

3.3 Environmental implications

None

3.4 Financial implications

None

3.5 Legal implications

None

3.6 Risk management implications

None

3.7 Procurement implications

None

3.8 Workforce implications

None

3.9 *Property implications*

None