



**Notice of a public meeting of
Health and Adult Social Care Policy and Scrutiny Committee**

- To:** Councillors Doughty (Chair), Cullwick (Vice-Chair), Hook, Heaton, Perrett, Waudby and K Taylor
- Date:** Tuesday, 11 May 2021
- Time:** 5.30 pm
- Venue:** Remote Meeting

AGENDA

This is not a formal meeting of this Scrutiny Committee. The Council is operating its scrutiny and decision making meetings in accordance with statutory requirements relating to holding 'Covid-safe' meetings between 7 May and 21 June 2021. As non-decision making bodies, Members of this Councils Scrutiny Committees will continue to hold public informal sessions remotely for the purpose of commenting only on the business set out in the agenda below. Members of the public may register to speak in the usual way set out below.

1. Declarations of Interest

At this point in the meeting, Members are asked to declare:

- any personal interests not included on the Register of Interests,
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda.

2. Minutes

(Pages 1 - 8)

To approve and sign the minutes of the meeting held on 13 April 2022.

3. Public Participation

At this point in the meeting members of the public who have registered to speak can do so. Members of the public may speak on agenda items or on matters within the remit of the committee.

Please note that our registration deadlines have changed to 2 working days before the meeting, in order to facilitate the management of public participation at remote meetings. The deadline for registering at this meeting is **5:00pm on Friday 7 May 2021**.

To register to speak please visit www.york.gov.uk/AttendCouncilMeetings to fill out an online registration form. If you have any questions about the registration form or the meeting, please contact the relevant Democracy Officer, on the details at the foot of the agenda.

Webcasting of Remote Public Meetings

Please note that, subject to available resources, this remote public meeting will be webcast including any registered public speakers who have given their permission. The remote public meeting can be viewed live and on demand at www.york.gov.uk/webcasts.

During coronavirus, we've made some changes to how we're running council meetings. See our coronavirus updates (www.york.gov.uk/COVIDDemocracy) for more information on meetings and decisions.

4. Public Health Update on Covid-19

The Director of Public Health will provide the Committee with a verbal update at the meeting in relation to Covid-19.

5. Update on the Peer Challenge Commissioned in Adult Services

A verbal update will be provided to the Committee on the recent peer challenge commissioned in adult services and how this will inform future planning in the service.

6. Update on the All Age Learning Disability Strategy (Pages 9 - 14)

This report provides a brief update on progress.

7. Work Plan (Pages 15 - 22)

Members are asked to consider a draft work plan for the next municipal year and to consider possible topics for review.

8. Urgent Business

Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officer:

Name – Louise Cook

Telephone – 01904 551031

E-mail – louise.cook@york.gov.uk

For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

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City of York Council

Committee Minutes

Meeting	Health and Adult Social Care Policy and Scrutiny Committee
Date	13 April 2021
Present	Councillors Doughty (Chair), Cullwick (Vice-Chair), Hook, Heaton, Waudby, K Taylor and Lomas (Substitute for Cllr Perrett)
Apologies	Councillor Perrett

13. Declarations of Interest

Members were asked to declare, at this point in the meeting any personal interest not included on the Register of Interests or any prejudicial or discloseable pecuniary interests that they might have in respect of the business of the agenda. None were declared.

14. Minutes

Resolved: That the minutes of the previous meeting held on 6 February 2021 be approved as a correct record and signed by the Chair at a later date.

15. Public Participation

It was reported that there had been two registrations to speak under the Council's Public Participation Scheme.

Gwen Vardigans spoke on Agenda Item 4, Transfer of A&E services to Vocare. She spoke on behalf of York and Scarborough defend our NHS, explaining a number of reasons why they opposed the plans for Vocare Ltd to take over the minor injuries section of York's A&E department. She stated that across the NHS there were several different models of Urgent Treatment Centres (UTC's) that had successfully adapted to changes without the involvement of a private company.

Dr Crane, a consultant at York Hospital, raised a number of concerns regarding the recent decision by York Hospital Trust to allow Vocare (a wholly private, for-profit organisation) to extend its role in the management of patients presenting with

urgent care needs to York Hospital's A&E department. He explained why front line staff working in the area of minor injuries were opposed and concerned to this plan. He stated that Nimbuscare represented local York NHS GPs and he hoped that they and other commissioners would work collaboratively to provide a fully compliant UTC and primary care out of hours service in York which was both NHS delivered and NHS provided.

The Chair thanked the speakers for their comments.

16. Transfer of A&E services to Vocare

Members considered a report that updated them on York's Teaching Hospital NHS Foundation Trust (YTHFT) Urgent Treatment Centre (UTC) and the suggestion that there was possibility of privatisation of York hospital's A&E minor injuries unit to Vocare.

The Accountable Officer, NHS Vale of York Clinical Commissioning Group (CCG) and the Director for Primary Care, NHS Vale of York Clinical Commissioning Group (CCG) were in attendance to provide an update and answer any questions.

The Director for Primary Care made reference to the comments raised by the public participants and she stated that the CCG had been working with a number of providers through a Clinical Reference Group to consider ways in which services could be improved and she confirmed that Vocare would be included in that range of provider services. She highlighted the background to Vocare being commissioned by the CCG to provide services, noting that they already worked alongside the Trust's emergency department team and that they provided General Practitioner (GP) out of hours service in York Hospital alongside the emergency department.

Members were informed that the minor injuries part of the service was currently provided by the Trust's emergency department and that York's UTC was not compliant as minor injuries and minor illness should, in line with the national specification, be delivered as a single service for direct booking by NHS111. YTHFT and Vocare had been working together to review and redesign the existing Emergency Department Front Door service model to optimise delivery and refine the service

model to meet national UTC criteria. Members noted that Emergency services were exclusively provided by YHFT, the urgent care element was streamed at the front door to avoid patients waiting in the Emergency department, if they did not need that level of care.

Members raised numerous concerns regarding private company involvement in the provision of public health care and the effect this could have on the workforce and patients.

Following detailed discussions, officers answered questions relating to the interim arrangements, providers, clinicians, GPs and resident engagement. Some key points arising included:

- The CCG had extended York Trust and Vocare's existing UTC contracts until 2021/22 to allow stability in provision so that providers could work together, to address compliance in the short term, but also allow time for the emerging Provider Collaborative to engage in service design that would achieve the objectives of public/patient and local clinicians' feedback. The CCG very much hoped that the York Primary Care urgent care offer, as proposed by the Clinical Reference Group, would play a strong part in future provision.
- Vocare had been commissioned to deliver a service at York Hospital since 2015 and there was no intention to transfer staff or employment of staff into Vocare and YHFT had written to the CCG in response to the MP query to confirm this position.
- The provider to provider arrangement between the Trust and Vocare was viewed by the CCG as an interim solution to bring direct booking at the UTC up to national minimum standards by April 2021, whilst the CCG continued to engage with primary and urgent care providers to support a collaborative approach to delivering urgent care in a different way.
- The Clinical Reference Group was established to oversee the changes, address compliance and services over the long-term.
- The CCG would endorse and encourage the clinicians and GPs, who were part of Nimbuscare (a Primary Care services provider in York), to be involved in conversations about a future model, which would also respond to the requests and wishes of patients.

The Chair thanked the Accountable Officer and the Director for Primary Care for attending the meeting and providing a detailed update.

Resolved: That the update be noted.

Reason: To keep Members updated on York's Teaching Hospital's NHS Foundation Trust Urgent Treatment Centre.

17. Plans for the Future of Health and Care system in York

Members considered a report that highlighted how the health and care services in York had increasingly worked in a collaborative and effective manner during the Covid-19 pandemic, and the plans currently being prepared to extend and improve on this positive working for the benefit of local communities across York.

Members noted that these plans were being led by a number of health and social care partners in York (including the Council, NHS commissioners and providers and voluntary sector organisations) and included the establishment of a new 'York Health and Care Alliance' for the city.

The Director of Public Health, the Accountable Officer (Vale of York Clinical Commissioning Group (CCG)), the Director for Primary Care (NHS Vale of York CCG), the Executive Member for Health and Adult Social Care and the Consultant in Public Health (City of York Council/Vale of York CCG) were all in attendance to provide an update and answer any questions.

The Consultant in Public Health provided a presentation to Members on the future of the health and care system in York. He highlighted the work partners had undertaken locally to prepare the system and to respond to forthcoming government legislation set out in the February 2021 white paper 'Integration and Innovation: working together to improve health and social care for all'.

Members were informed that:

- 42 Integrated care systems (ICSs) were to be established on a statutory footing in England through both an 'NHS ICS board' (this would also include representatives from local authorities) and an ICS health and care partnership.

- ICSs would take on the statutory and allocative duties of Clinical Commissioning Groups (CCGs) in April 2022, and from that point the Vale of York CCG would cease to exist.
- A duty to collaborate would be created to promote collaboration across the healthcare, public health and social care system.
- Locally, it had been agreed that York would be designated a 'place' within Humber Coast and Vale area and be invited to send a representative to the ICS board.
- Governance arrangements for the Alliance during its 2021/22 shadow year would be proposed to the Board at its first meeting in April and during this year, neither the Alliance nor the Alliance Board would be a legal body itself, and would not be able to make decisions in their own right.
- During the shadow year, decision-making and accountability would remain the purview of each organisation involved, and any decisions affecting the Council would be taken back through existing governance routes as appropriate.
- It would be recommended that the Alliance was adopted as a subgroup of the Health and Wellbeing Board during the shadow year.

Members noted that partners had set three areas of first focus and seven other key priorities for the Alliance in 2021/22, as highlighted in the report.

Members raised some concerns regarding accountability, data sharing and partnership structures and in answer to some questions raised, officers confirmed:

- Processes were in place to ensure GDPR and data protection legislation would be followed appropriately.
- Representatives on the Alliance had already collaborated on emerging plans and had shown a strong commitment to working together more closely.

Further discussions took place regarding the accountability of the Alliance and its relationship with the Health and Wellbeing Board. Officers and the Executive Member confirmed the shadow year would build on and further develop relationships, the partnership structure and accountability, with reports and recommendations being presented to the Health and Wellbeing Board, this Committee, Executive and ultimately Full Council for

consideration and approval. Members also noted that the Accountability Officer for the CCG had been identified as the key link between York Place, the Alliance and ICS.

The Chair thanked officers and the Executive Member for attending the meeting and the Democracy Officer was requested to liaise with the Director of Public Health regarding this Committee scrutinising reports ahead of Executive.

[Between 19:03 and 19:05 the Chair lost connection, during which time Cllr Orrell (Vice-Chair) Chaired the meeting]

Resolved:

- (i) That the collaboration and joint working between health and social care, both prior to and during the Covid-19 pandemic, and the opportunities this work presents in improving health services for citizens in York in the long term, be noted.
- (ii) That national policy direction and reforms, which encompass both health and social care, have implications for local authorities in terms of integration and collaboration with NHS partners, be noted.
- (iii) That the following decisions by Executive on the 18th March 2021, ratified by Full Council on the 22nd March 2022, be noted, to:
 - Endorse the plans being proposed in York to respond to the national legislative changes, including current plans to establish the 'York Health and Care Alliance'.
 - Agree the Council's participation in this new Alliance, including the interim governance arrangements in 2021/22 in its 'shadow' year.
 - Recommend the adoption of this Alliance as a subgroup of the Health and Wellbeing Board, subject to approval at Full Council.
 - Support the proposed priorities and areas the Alliance will focus on in its first year aims for the Alliance, and the aims of the Alliance to be people centred, integrate services and deliver timely and appropriate care.
 - Agree that future reports will be considered by the Health Scrutiny Committee, the Health and Wellbeing Board and the Executive on progress

and future arrangements for the York Health and Care Alliance.

Reason: To keep the Board updated on the future of the health and care system in York.

18. Work Plan

The Committee considered its draft work plan.

Members noted that officers were awaiting the outcome of a judicial review that had been lodged in relation to the government's intention not to legislate the continuation of remote meetings from 7 May 2021.

The Chair confirmed he had been in contact with the Director of Operations for York and North Yorkshire for Tees, Esk and Wear Valleys NHS Foundation Trust and he suggested the Committee consider an update on the Care Quality Commission (CQC) Inspections that took place in Middlesbrough, Darlington and Scarborough and an update on Foss Park.

Following discussion it was

Resolved: That the work plan be approved, subject to including an update at a future meeting on the CQC Inspections and Foss Park.

Reason: To keep the Committee's work plan updated.

Cllr Doughty, Chair

[The meeting started at 5.32pm and finished at 7.34pm].

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Health and Adult Social Care Policy and Scrutiny Committee**11 May 2021**

Report of the Corporate Director of People

Update on the All Age Learning Disability Strategy**Summary**

1. York Health and Wellbeing Board ratified the All Age Learning Disability Strategy in March 2019, following a period of co-production with members of the Learning Disability Partnership and other stakeholders
2. The strategy runs from 2019 to 2024 and identifies four overarching areas for development, with a number of priorities for action across the city. The strategy was launched at an event at the Priory Street Centre in October 2019.
3. This report provides a brief update on progress.

Background

4. The four key priorities areas highlighted within the Strategy are:
 - i. Education, life-long learning and employment
 - ii. Being as healthy as possible
 - iii. Independent living
 - iv. Participating in society
5. Each of these priorities is the focus of a dedicated, multi-agency strategy working group. Following the launch and before the first national lockdown, the Strategy Groups had formed and had started work on their areas of work.

6. All groups were still working on getting the right attendance at the groups and ensuring that someone with lived experience and a carer were represented on each group.
7. **Education, life-long learning and employment** – this group has begun to meet again in 2021. The main focus of the group is on employment as the key pathway after full-time education. The group has drawn on feedback from people with lived experience to understand the challenges people face when entering employment and volunteering opportunities, and the types of support which would help. The York People First parliament on employment provided vital insight for this sub-group's agenda. This work stream will also collaborate with the other sub-groups to make sure the best possible progress is made together.
8. **Being as healthy as possible** – the last meeting looked at:
 - The health screening matrix and annual health checks, including Medication review – check what this includes, uptake of specific tests and screening, such as Diabetes and prostate health.
 - How do we reach people that we find harder to reach to access these health checks and tests? For example by using accessible information about screening tests
 - How to raise awareness across the City and involve GP practices with this?
 - Look at the information about the different health checks which are carried out across council, community health and primary care for people with a Learning Disability. Could we video someone who has been for tests and ask them to talk about their experience (in a positive way)?
9. **Independent Living** – the last meeting of the group took place in February 2020. The group at that time still felt the membership was not complete. The group decided the key area of focus was accommodation and the community. The group also explored people's information needs and the need to check in with other sub groups so as not to duplicate work they were doing. Their intended next steps were to hold a few focus groups around independence and choice, to gather people's views and prioritise areas of work.

10. **Participating in Society** – the last meeting of the group was in December 2019. When the group had last met they had discussed producing a questionnaire to find out about the barriers that people with a learning disability had in terms of participating in society. This would look at the barriers and things that help people with a learning disability to be able to go out and about, use transport, see friends, use services and facilities which are generally used by others. This was due to be progressed. Discussion took place about people having a right to a relationship, feeling safe, transport (which needs to be affordable), and support at an events. These were seen as a really important part of being able to participate in society. Employment and volunteering were also raised as key elements, and it was agreed these should be included following a conversation with the sub-group who are looking at Education and life-long learning and employment to see how they are gathering their information, and whether this could be included in the questionnaire.
11. During 2020, as a result of the pandemic lockdown, work on the strategy was paused, and no partnership meetings were held.
12. During the pandemic there has been work done in relation to Learning Disabilities and the COVID-19 response. There were presentations about this about the Partnership. Some of the headlines are summarised below:
 - In the first lockdown the Council commissioned Toolbox to deliver activity boxes to people at home and people in accommodation with support.
 - The Council worked with United Response to deliver a meals service for those living in the community who may have struggled to get healthy meals.
 - Day providers have worked to get zoom activities in place and also did / do doorstep chats.
 - The Social Work team made / make welfare calls to people with learning disabilities and their families.
 - Activities have now started to open up and people with learning disabilities are starting to go back to services in a COVID safe way following all government guidance.
 - Short breaks - there has been a limited short breaks service and this is now starting to open up more.
 - Support has been given to help people to access Information Technology equipment and this has largely worked but there are still issues and it is acknowledged that this will continue to be hard for some people.

- The Council asked the advocacy group to find out how well people with learning disabilities were able to access online resources and social networks, and what their main concerns were. A presentation was given to the Learning Disability Partnership about these findings.
 - The Council provides some services for adults with learning disabilities. The Community Outreach Service has been running throughout the pandemic offering people vital support in their homes. Pinetrees, a service for adults with complex needs, has opened up again in line with government guidelines. There is still an ongoing review about Community Base, Greenworks and Pastimes. In the meantime a service has opened at the old Pastimes site whilst the review is finalised.
13. The partnership met in March 2021 using Zoom.
 14. A presentation was provided at the meeting about the All Age Learning Disabilities Strategy. This reported that the Strategy work planned had not started due to the demands of responding to COVID-19, it asked the Partnership if they considered the priorities to be the same and also highlighted links to other areas of activity.
 15. The Strategy Group has now been reformed and has met again. The leads of each group are now reconvening their groups and will review the priorities within the strategy, sense check them and to see if there are any other actions which may be considered to be a priority coming out of lockdown.
 16. The Partnership highlighted the following areas that they consider are also a priority:
 - a. Social isolation – how do we reach out to people with little or no support
 - b. Communication – keeping people informed in an accessible way
 - c. Participating in Society – how communities and services have changed since COVID-19
 - d. All voices are heard and engaging with families together, make sure consultation happens in a timely way
 17. These will all be considered by the sub groups. It was also agreed that the strategy had to link into other areas of work to ensure that nothing is missed.

Consultation

18. There has been no specific consultation about this report as there are no new recommendations. The work of the learning disability partnership is co-produced with people with learning disabilities, family carers and friends, and with partner agencies in this area.

Options

19. N/A

Analysis

20. N/A

Council Plan

21. N/A (there are no new proposals).

Implications

22. N/A (there are no new proposals).

- **Financial**
- **Human Resources (HR)**
- **Equalities**
- **Legal**
- **Crime and Disorder**
- **Information Technology (IT)**
- **Property**
- **Other**

Risk Management

23. N/A

Recommendations: That the update be noted.

Reason: To ensure the Committee is kept updated on progress.

Contact Details

Author:

Chief Officer Responsible for the report:

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Assistant Director – joint commissioning
People Directorate
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pippa.corner@york.gov.uk

Amanda Hatton
Corporate Director - People

Report Approved



Date 30/04/21

Specialist Implications Officer(s) : None

Wards Affected:

All

For further information please contact the author of the report

Background Papers: All Age Learning Disability Strategy 2019 – 2024
<https://www.york.gov.uk/adult-social-care/services-people-learning-disabilities/1>

Health and Adult Social Care Policy and Scrutiny Committee

Work Plan

12 January 2021 (Informal Forum)	<ol style="list-style-type: none">1. Peer Review Work – Reducing Admissions to Care2. Smoking cessation + Tobacco Control in York3. Covid update4. Work Plan
9 February 2021	<ol style="list-style-type: none">1. Covid Update – The Director of Public Health will provide the Committee with a verbal update at the meeting in relation to Covid 19.2. Commissioning update on the care market, and capacity requirements for the coming period.3. Work Plan
13 April 2021	<ol style="list-style-type: none">1. Report on the transfer of York hospitals A&E minor injuries unit to Vocare2. Update on Plans for the Future of Health and Care in York –(report is due at Executive on 18 March)3. Work Plan
11 May 2021	<ol style="list-style-type: none">1. Covid Update2. Update on the Peer Review Work – Reducing Admissions to Care3. The All Age Learning Disabilities Strategy 2019 – 2024 - Update on progress with delivery of the strategy: https://www.healthwatchyork.co.uk/news/all-age-learning-disabilities-strategy-2019-2024/4. Work Plan

Agenda items for consideration

1. The NHS led provider collaborative - will be in place from April 2020. It would be beneficial to invite relevant colleagues to a future meeting to gain an understanding of what these changes mean/t and perhaps an update on what has happened (positive or not so good) now it will have been established.
2. 'Dying Well' – a theme arising from a discussion at an earlier meeting. Under this broad heading would include consideration of hospices. They are only partly supported financially by the Health Service and raise the majority of their own funding. (The Chair would have a non-prejudicial interest - in that his partner is a CEO of a hospice).
3. Blue Badge Guidance for implementation
4. Childhood Obesity - for consideration on what other Authorities do to address this concern. It had been noted that Leeds had success in this area. Identifying funding streams to support work on this aspect.
5. Children's Dental Health in York – (consider after the pandemic)
6. Health & ASC Finance & Monitoring reports
7. Adult Safeguarding
8. Mental Health - several aspects potentially - Place based community approach update and also post Covid for both young people and adults.
9. Update on the situation regarding rough sleepers
10. Update on smoking cessation and tobacco control in York
11. Update on the dementia provision in York, including an update on the dementia strategy and dementia alliance etc

12. Update on the CQC inspections and on Foss Park

13. York Health and Care Alliance update

Council Plan Priorities relating to Health and Adult Social Care

Good Health and Wellbeing

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|--|
| <ul style="list-style-type: none">• Contribute to mental Health, Learning Disabilities and Health and Wellbeing strategies |
| <ul style="list-style-type: none">• Improve mental health support and People Helping People scheme |
| <ul style="list-style-type: none">• Support individual's independence in their own homes |
| <ul style="list-style-type: none">• Continue the older persons' accommodation programme |
| <ul style="list-style-type: none">• Support substance misuse services |
| <ul style="list-style-type: none">• Invest in social prescribing, Local Area Coordinators and Talking Points |
| <ul style="list-style-type: none">• Open spaces available to all sports and physical activity |
| <ul style="list-style-type: none">• Make York an Autism friendly city |
| <ul style="list-style-type: none">• Embed Good help principles into services |
| <ul style="list-style-type: none">• Safeguarding a priority in all services |

Creating Homes and World-class infrastructure
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| <ul style="list-style-type: none">• Deliver housing to meet the needs of older residents |
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A Better Start for Children and Young People

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| <ul style="list-style-type: none">• Tackle rise in Mental Health issues |
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Safe Communities and Culture for All

- Explore social prescribing at local level to tackle loneliness
- Expand People Helping People scheme

Health and Adult Social Care Policy and Scrutiny Committee

Work Plan 2021/22

22 June 2021, 5:30pm (Informal Forum)	
29 July 2021, 5:30pm	
22 September 2021, 5:30pm (Informal Forum)	
2 November 2021, 5:30pm	
15 December 2021, 5:30pm (Informal Forum)	
24 January 2022, 5:30pm	
30 March 2022, 5:30pm (Informal Forum)	
27 April 2022, 5:30pm	

Agenda items for consideration

1. The NHS led provider collaborative - will be in place from April 2020. It would be beneficial to invite relevant colleagues to a future meeting to gain an understanding of what these changes mean/t and perhaps an update on what has happened (positive or not so good) now it will have been established.
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9. Update on the situation regarding rough sleepers
10. Update on smoking cessation and tobacco control in York
11. Update on the dementia provision in York, including an update on the dementia strategy and dementia alliance etc

12. York Health and Care Alliance update reports
13. Covid Update
14. Update on the Care Quality Commission (CQC) inspection and Foss Park – September or November

Council Plan Priorities relating to Health and Adult Social Care

Good Health and Wellbeing

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| <ul style="list-style-type: none"> • Contribute to mental Health, Learning Disabilities and Health and Wellbeing strategies |
| <ul style="list-style-type: none"> • Improve mental health support and People Helping People scheme |
| <ul style="list-style-type: none"> • Support individual's independence in their own homes |
| <ul style="list-style-type: none"> • Continue the older persons' accommodation programme |
| <ul style="list-style-type: none"> • Support substance misuse services |
| <ul style="list-style-type: none"> • Invest in social prescribing, Local Area Coordinators and Talking Points |
| <ul style="list-style-type: none"> • Open spaces available to all sports and physical activity |
| <ul style="list-style-type: none"> • Make York an Autism friendly city |
| <ul style="list-style-type: none"> • Embed Good help principles into services |
| <ul style="list-style-type: none"> • Safeguarding a priority in all services |

Creating Homes and World-class infrastructure
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| <ul style="list-style-type: none"> • Deliver housing to meet the needs of older residents |
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A Better Start for Children and Young People

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| <ul style="list-style-type: none"> • Tackle rise in Mental Health issues |
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Safe Communities and Culture for All

- Explore social prescribing at local level to tackle loneliness
- Expand People Helping People scheme