

<b>Meeting: Strategic Commissioning Board</b>			
<b>Meeting Date</b>	03 August 2020	<b>Action</b>	Consider
<b>Item No</b>	6	<b>Confidential / Freedom of Information Status</b>	No
<b>Title</b>	Recovery Plan		
<b>Presented By</b>	Will Blandamer, Executive Director of Strategic Commissioning		
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<b>Clinical Lead</b>	Howard Hughes, CCG Clinical Director		
<b>Council Lead</b>	Cllr Andrea Simpson, Elected member and portfolio Holder for Health and Well-Being		

### Executive Summary

This report provides a brief summary of the content and alignment of recovery arrangements in the borough in relation to Health and Care.

Appendix 1 provides detail on the 10-point plan for recovery for the borough - a series of commitments and actions to be implemented over the next 6 months to support residents as the economy begins to recover from the consequences of the pandemic. This 10-point plan is nested within the wider Bury 2030 vision. Work is being finalized in each of the 10 points to confirm next steps to delivery.

Health, care and well-being is a theme within each of the 10 points identified – for example the well-being of school children over the summer. But within this overarching borough wide recovery plan, the recovery of the health and care system is recognized as a priority in itself. Appendix 2 provides an update on the work of the health and care recovery group – focusing on planned care, urgent care, mental health, social care, strategic finance, neighbourhood integration, and population health. Three key enabling functions are recognized – digital, workforce, and estates.

The health and care recovery programme is intended to be a system wide programme, and further work is being undertaken to demonstrate the transition from recovery into next phase transformation, and to ensure the ambition of single organizational recovery plans (e.g. from Northern Care Alliance) are aligned to the wider system ambition in Bury.

### Recommendations

It is recommended that the Strategic Commissioning Board:

- Support the 10-point plan for recovery in the borough in the context of the wider 2030 vision
- Note the progress in the health and care recovery plan.

<b>Links to Strategic Objectives/Corporate Plan</b>	Yes
Does this report seek to address any of the risks included on the Governing Body / Council Assurance Framework? If yes, state which risk below:	Yes
-	

<b>Implications</b>						
Are there any quality, safeguarding or patient experience implications?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Has any engagement (clinical, stakeholder or public/patient) been undertaken in relation to this report?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Have any departments/organisations who will be affected been consulted ?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any conflicts of interest arising from the proposal or decision being requested?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any financial implications?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any legal implications?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any health and safety issues?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
How do proposals align with Health & Wellbeing Strategy?	Aligned					
How do proposals align with Locality Plan?	Aligned					
How do proposals align with the Commissioning Strategy?	Aligned					
Are there any Public, Patient and Service User Implications?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
How do the proposals help to reduce health inequalities?	Focused and targeted in relation to COVID response					
Is there any scrutiny interest?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
What are the Information Governance/ Access to Information implications?						
Has an Equality, Privacy or Quality Impact Assessment been completed?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>

Implications						
Is an Equality, Privacy or Quality Impact Assessment required?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any associated risks including Conflicts of Interest?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Are the risks on the CCG /Council/ Strategic Commissioning Board's Risk Register?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Additional details						

Governance and Reporting		
Meeting	Date	Outcome

## ***Let's do it .....* Bury 2020/21 Emergency Recovery Plan**

### **1. Introduction**

This paper sets out the key actions which Bury Council and OCO commits to delivering by the end of the 20/21 financial year, to respond to the “*Living with COVID*” stage of the national pandemic recovery.

This plan is written in the style of a focussed; collective effort which is co-ordinated by the Council and OCO but which calls on delivery leadership from across the Team Bury partnership. The strapline “*Let's do it ....*” refers to a potential wider branding of the whole community strategy and which, subject to consultation, may be developed and applied more widely

### **2. Strategic approach**

The Council and OCO is working proactively to recover all services to normal delivery standards by August 2020; to maintain response capacity to the ongoing health emergency and further develop the tremendous community engagement and capacity that has been secured through our network of Community Hubs.

The wider context is, however, that the extent of potential recession presents the very real risk that inequalities within the borough will widen significantly, as a result of:

- debt; worklessness and deprivation. National statistics already show significant increases in unemployment rates and Universal Credit claimants.
- The greater complexity of long term health conditions and
- The greater vulnerability to COVID of BAME people, which was confirmed by Public Health England this summer.

There is, therefore, an imperative to support local businesses; to engage and equip local people to secure and retain jobs and to invest in the phase of “*Living with COVID*” to maintain economic activity whilst safeguarding resident’s health and wellbeing.

The extent of activity and support required across the borough in this context is potentially significant. To ensure resources are appropriately prioritised the following principles are proposed as a basis for the work plan:

- Activity should be targeted on the individuals, families and businesses which most need assistance. Targeted requirements will be identified through a data-led approach, applied at a neighbourhood level and with reference to the Bury vulnerability index
- Public services must be joined-up and integrated across individuals and their families to provide bespoke support which maximises resources
- Delivery will be mobilised on an emergency response model, whereby the key actions are prioritised and resources are allocated through the de-prioritisation of other work and from within existing budgets. Delivery will be a team effort across all “Team Bury” public service partners, including the Council and OCO, together with community and faith groups as residents themselves

Within this context the Council and OCO has committed to **ten clear emergency recovery priorities** for the next six months, with the objectives of kick-starting the local economy; protecting the most vulnerable and recovering resident health and wellbeing.

In parallel with this work, business as usual and organisation-specific recovery work will continue across all partners including anticipated fundamental reviews of budget, workforce and strategy priorities in accordance with the new social and economic context.

### 3. Immediate priorities

The ten priorities for the next 6 months are proposed below. The narrative to follow provides more detail of intended scope and also proposed delivery leads and partners from across “Team Bury”, to make this a system-wide approach



#### Priority One: Summer Provision for our children

A universal programme of summer activity will be determined; targeted at our most vulnerable children, many of whom have not been in school since spring. The activity programme will be designed to support school readiness for the new academic year by giving children the benefit of a structured environment and social development over the summer.

The programme will be developed by the Council’s children’s services and will include interventions targeted at positive mental health; cultural experiences e.g. museum and attraction visits and outdoor activities and sport. The programme, which will be delivered by **local partners and community groups, overseen by the Early Help partnership**, will be available via the Bury Directory “Safe 4 Summer” link and is planned to include:

- ‘Posting Positivity’ - Youth Service links up with Bury Grammar to write letters to people currently shielded or isolated.
- *Bury Youth Theatre* – Game and improvisations via Zoom.
- ‘We Be Kids’ – Programmes for parents to support physical and mental wellbeing of their children through nature, storytelling etc.
- ‘Down the Line’ - Responds to young people who are playing/congregating around rail tracks with virtual access to education materials.
- *Green Community Café* - daily activities for young people including virtual friendship groups.

- Anxiety in children and young people free educational courses
- the weekly youth service timetable will be advertised and will include GMCA craft packs, which we have delivered to hundreds of young people through our schools. We are also delivering packs to our locality hubs so they are available for families throughout the summer.
- Education welfare officers are currently identifying those children who may find returning to school more difficult and are targeting discussions with families to direct them to the Early Help Locality Team to focus contacts with families through the summer to raise confidence of our young people and get them ready for school.
- Early Help Teams have partnered with *'Fit and Fed'* and will manage bookings for the timetable of activities running through July and August; they will support delivery and will specifically identify places for our more vulnerable families
- Providers will provide "handover" advice back to schools where applicable before children return to their normal academic environment.
- FSM vouchers will be given to vulnerable children and families will be supported with food parcels and packed lunches to facilitate attendance at targeted activities
- Targeting outstanding vaccinations at children who have not yet had them

The output of appropriate cultural activities, described above, will be shared with the Borough Town of Culture Board and the work of our vulnerable young people showcased as part of our Year of Culture. Opportunities to continue to engage in arts and performance will be made available in the new academic year, subject to interest and uptake.

The programme above is in addition to the independent sector, including pre-school day care organisations which continue to be supported from a commercial perspective by the Council's business leadership team.

### **Priority two: No rough sleepers**

The Council and OCO will continue to protect our most vulnerable, specifically by giving all rough sleepers the strongest possible offer of support with regards both temporary and housing options.

An immediate support offer will be worked up over summer to prepare for a potential spike in demand on Housing Services once evictions ban is lifted on 23<sup>rd</sup> August. Initial interventions will comprise:

- Fifteen additional temporary accommodation units, which have been secured through the A Bed Every Night (ABEN) initiative until March 2021. Outplacement support will be attached to each of these placements, including pathways to permanent housing behind them. Six Town Housing will be asked to extend their neighbourhood housing support to include these residents once in their permanent accommodation, to provide support that's 'wrapped around' and tailored to the individual to ensure the accommodation is sustained.
- Targeted advice will be released for private rented sector tenants to ensure these residents understand their rights and have access to financial planning and debt management support, as part of the anti-poverty strategy set out in Point 4.

**The Homeless Partnership** will be asked to take a wider, local leadership role in support to rough sleepers including:

- Assisting the Council and OCO to utilise the MHCLG funding from the emerging Next Steps initiative to source accommodation requirements beyond ABEN provision and providing outplacement advice and support
- corral the local implementation of national and regional initiatives such as the Youth Guarantee
- Continue to proactively identifying people who are at risk of homelessness, to reduce and prevent demand through joined-up public service support and good practice.
- Develop and create robust pathways to easily access Health provision and other services to break the cycle of homelessness.
- responding to the proposal to change the basis of national legislation in relation to homelessness and ensuring local implementation issues are considered
- exploring how the partnership might better engage with the Private Rented Sector to maximise housing supply and ensure quality of provision
- using the proven multi-disciplinary team approach led by the LCO To provide holistic support to people made homeless, recognising wider health and wellbeing issues

### **Priority three: the Bury Opportunity guarantee**

The Council and OCO will give every Bury resident a unique guarantee that they may access a personal opportunity to step towards recovery following COVID. This include opportunities to:

- Improve their health and wellbeing for those who may be struggling to re-adjust to normal life after lockdown or to physically rehabilitate following the virus
- Access all-age mental health support through the newly created Single Point of Access, for people who are or feel vulnerable because of COVID; including the additional impact that isolation and bereavement has had
- Volunteer as a basis for personal development or social engagement; or access volunteering support if they need help through the sustainability and development of the Community Hub infrastructure and leadership of the VCFA
- Access a programme of apprenticeships, internships, traineeships of work experience which will be developed by the Council and CCG as the beginnings of a wider system offer
- Be successful in school and for those who leave school after Year 11, through joined-up vocational and educational support with a particular focus on young people who are Not in Employment, Education and Training (NEET)

Access to opportunities will continue to be through existing services as far as practicable, with a generic “front door” via the community hubs for people who do not know what sort of support is available or they may benefit from

Specific short-term deliverables will include:

- Review of the role of Community Hubs and expansion to include wider public service “self-care” and wellbeing services, including the intersection between the new Hubs and existing locality-based services such as libraries, and the loneliness strategy already called for by Cabinet
- Determination of a platform for community “voice” and engagement in each of the Borough neighbourhoods, as well as targeted “listening exercises” for particular communities of interest – an early priority will be the BAME community

- A volunteering strategy to sustain and ultimately extend volunteer capacity within the borough
- Completion of a system-wide equalities review including a strategy for the Council and OCO and Six Town Housing
- An apprentice strategy for the Council and OCO
- A wider skills strategy across the borough, to inform Bury 2030 planning and include requirements and local provision for vocational and degree-level apprenticeships; traineeships; T-Levels and work experience/internships. The strategy will be all-age but with a particular focus on present Year 11 school students
- Leadership from the Head teacher community to support Year 10 pupils to be exam ready in the new academic year

The Bury College Principal will lead the Young People's aspect of the Opportunity Guarantee, drawing on the **14-25 forum** which will be refreshed with a focus on skills, apprenticeships and employability.

#### **Priority four: Anti-poverty refresh**

A task and finish group, led by the Citizen's Advice Bureau, will be established to refresh the Council's anti-poverty strategy and, further, enable delivery through specific interventions which harness the strength of both state and society to provide the best possible safety net for our residents. In particular the refresh will address:

- Extending the proactive work already underway through the Council's Revenue and Benefits team to give residents clear benefits advice (with DWP) to ensure residents understand and are supported to navigate the benefits system and access swift and appropriate financial support
- To provide quality information and proactive debt advice to residents who may be in work or new to unemployment, including support from Barclays who will help to inform the approach to targeting people who are at risk of "in-work poverty" and may need support
- Specific support with fuel poverty as well as financial hardship
- Furthering the digital inclusion strategy, through the existing dedicated group, to connect local people to resources and advice
- Full uptake of the Healthy Start food voucher scheme in order that as many parents as possible can access fresh fruit and vegetables, including linking in with local markets. Use of the vouchers will be further enhanced through the provision of free, on-line and face-to-face cookery classes
- Directing wider support and national grants eg the DEFRA Food Grant which the Council is advised will be available soon
- Using the consultation feedback from the equalities review to inform the longer term anti-poverty interventions required by distinct Communities of Interest in the borough

#### **Priority five: Year of Culture**

Work will continue to maintain local pride as the current GM Town of Culture 2020 and embed our culture economy offer. The Council has now created a catalogue of the cultural offer across all arts organisations; freelancers and independent artists. Every contributor who has reported a cancelled event this year will be contacted personally for advice and assistance in resuming their plans or



planning an alternative. Investment in the Borough's culture infrastructure was provided for in the 2020/21 budget and will be directed towards supporting to the arts sector in recovery.

In the meantime, The **Town Centre Recovery Boards** will be supported to showcase and progress their local offer and events to drive the recovery of their locality. In support of this, the Council will:

- Prepare guidance on safe delivery of events in the context of social distance. This guidance will supplement that already prepared for faith leaders to assist the return of communal workshop
- Establish a borough Safety Board to deliver a multi-agency forum for events management

#### **Priority Six: Health and Care recovery**

The Council and OCO will support the health and care system recovery strategy to resume delivery capacity and manage the backlog of demand; maintain the phases of emergency response needed; and enable residents who require both mental and physical rehabilitation support following the emergency to be supported back to health. Specific actions are as follows:

- Returning the LCO Integrated Neighbourhood Teams to delivery and, within these teams, to progress the integration of mental health services and the social prescribing resource linked to community hubs
- To step and develop the Active Care Management program that provides an MDT approach to supporting those most vulnerable people including the frail elderly, residential and nursing home patients, and those with complex needs
- To support recruitment within the Primary Care Networks to support primary care services
- People who have an urgent medical problem will be able to receive advice and if necessary an urgent care appointment either in primary care or the emergency department
- People will be able to access the full range of primary and secondary services in a safe and equitable way
- Maintaining capacity to support the ongoing emergency response including public health capacity and community hubs to support vulnerable people who are required to self-isolate through Track and Trace, to continue to prevent the risk of a local lockdown
- Build on the delivery of integrated care people to enable people to live well and independently at home (references the acute to community shift in the appendix)
- Connecting the social care rehabilitation services to wider community provision to manage demand much earlier
- Reviewing wider Council provision to enable high standards of community health including determining the future for municipal leisure provision and launching the borough physical activity strategy.

Wider strategic interventions to support residents with a return to good health and ease pressure on the system more widely will be overseen the **Strategic Commissioning Board (SCB)**. The SCB is also the body accountable for outbreak management within the local Outbreak Management Plan, including the management of health, community and core service resources.

#### **Priority Seven: Backing Bury Businesses**

The Council and OCO has developed a good knowledge of local businesses through a number of recent investments including the local economic analysis and commission of a strategic advisor during the COVID emergency to understand key business sectors at-risk and particular businesses

within them, in order that support could be targeted. Wider information on the commercial sector is included in the GM Local Prosperity Review.

In this context, key actions to support business include:

- Joining-up communications and information about regional and national funding and support opportunities for local business, such as Enterprising You and Start Smart, through proactive communications led by Bury Means Business
- Encourage engagement with the GM Business Growth Hub to support and grow our businesses
- Returning to earlier analysis completed by the Centre for Local Economics Studies regarding the extent of the “Bury Pound” which was retained locally. At that time the retention of local spend was at a good level; a position which it is not critical to secure. In support of this the Council’s procurement strategy will be reviewed to ensure municipal spend patterns are supportive of the local economy as far as possible
- Continuing to support the **Bury Business Leaders**, to target strategic interventions and support individual businesses and local initiatives. Feedback from these groups consistently is that business start-up space is an issue; on that basis the council is proposing to make available Council estate which is not currently in use to local businesses on a temporary basis
- Continue to provide Brexit advice and support to our businesses
- Interfacing business leaders with the borough skills strategy to ensure apprentice provision reflects commercial as well as local skills needs and therefore deliver a pipeline between development and employment. The group is very supportive of Bury College’s ambition to become a national leader in the provision of digital and cyber apprenticeships, for example. This will complement the wider objective of increasing health and care skills by developing a centre of excellence in the borough
- The development of established Town Centre Boards as a forum for input to local commercial strategies and support

### **Priority Eight: Working well**

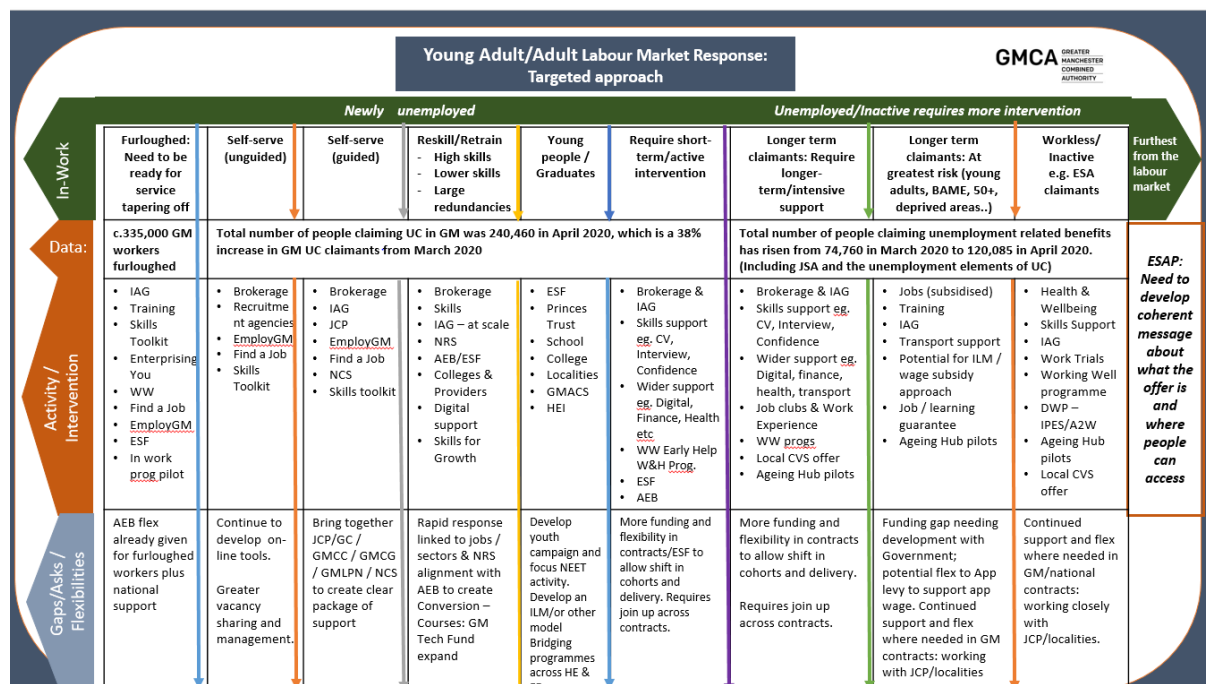
The Working Well suite of interventions are GMCA’s flagship locally developed interventions, which puts multi-agency support around individuals to enable them to access and remain in work . The working well model follows three key principles of delivery:

- Personalised support, through a Keyworker model, to enable people to tackle their personal barriers to employment and progression
- Integration between the Working Well initiative and local services, to ensure individual complex needs are properly supported within and outside of the programme
- Offering an “eco system” of work, health and skills to ensure multiple outcomes for individuals can be secured through a seamless and sequenced, tailored offer of support.

The Working Well suites of programme will be overseen by the **Bury Employment, Health and Skills Task Group**, which is a network that already exists and is chaired by DWP as follows



The Council and OCO will embed, promote and support funded activity that is further developed by the GMCA and partners to ensure all parts of the system are aware of funded support. This will ensure Bury's leaders can further develop and embed joined up delivery across the system.



### Priority nine: Economic recovery strategy

The Council and OCO has the benefit of recent economic analysis which was commissioned as part of Brexit preparations. This information will be used to inform an economic recovery plan which will be independently validated.

## **Priority Ten: Championing the borough's key workers and volunteers**

The Council and OCO has publically commended the work of hundreds of keyworkers and volunteers, including Head teachers and children's social workers, from across the borough for their personal contribution during the emergency. The gratitude that we must show this group is sincere and must continue. The Council and OCO therefore commits to:

- Maintaining our campaign of thanks and recognition to Keyworkers throughout recovery, to reflect the sincere and heartfelt appreciation of the local community. The **Bury Times** will be approached to seek their support in showcasing our local heroes
- campaign nationally for investment in health and social care and the high quality terms and conditions which these roles require
- specifically supporting, as far as practicable, Unison's COVID-19 Campaign calling for frontline care workers to receive the appropriate PPE; full sick pay if they become ill or are forced to self-isolate in accordance with government instruction due to COVID-19; protection from dismissal for COVID-19 related absence; and support for carers' leave

## **Delivery**

Appended to this paper is the framework for a detailed delivery plan for defined priorities, across two phases as follows:

- **Immediate priorities** for the next 6 months (to end of 20/21 financial year) to support the community in an ongoing emergency context and make preparation for potential major economic challenges
- **Priorities for the next financial year** to drive the "Building back Better" stage of recovery and begin movement on major transformation initiatives

The impact of these interventions will be informed by **evaluation** against an outcomes performance dashboard which will be developed as part of the Bury 2030 strategic plan and in operation by the new calendar year

The actions proposed for the next six months are regarded as critical to the present emergency recovery and as such will be resourced in the same way that response was delivered, as follows:

- The priorities will be treated as "priority one" requirements from a business continuity perspective and other work de-prioritised to enable capacity to be diverted
- Staff will be asked to volunteer to contribute in the first instance, if they are interested
- Staff with skills to respond will be identified and requested to assist

In addition, specialist expertise and short term capacity will be sourced to assist with specific deliverables including:

- Town of Culture celebrations and engagement
- Design of specific anti-poverty interventions in particular the community vouchers
- The leisure services review
- The council's procurement policy refresh, including social value strategy
- The development of a borough skills strategy including ambitious in-house apprentice and trainee scheme

## Appendix - Detailed delivery checklist, ten-point plan

Priority	Cabinet Lead	Exec Lead	Partner Lead	Target Cohort	Funding	Core delivery month
1. Summer provision	Cllr Tariq	<b>Karen Dolton</b> Julian Kramer	Early Help Board	Vulnerable children		August
2. No rough sleepers	<b>Cllr Cummings</b>	<b>Lynne Ridsdale</b> Phil Cole	Homelessness Board	Rough Sleepers	ABEN & MHCLG Next Steps	September
3. Opportunity Guarantee	<b>Cllr Jones</b> <b>Cllr Simpson</b> Cllr Tariq	<b>Lynne Ridsdale</b> Nicky Parker	Bury College Principal (Young people)	Universal		September/ October
4. Anti-poverty refresh	<b>Cllr Jones</b>	<b>Lisa Kitto</b> Nicky Parker	CAB	Benefits claimants	Budget amend	August
5. Year of Culture	<b>Cllr Black</b>	<b>Lynne Ridsdale</b> Chris Woodhouse	Town of Culture Board including The Met	Universal	£120k budget amend	November
6. Health and Care recovery	<b>Cllr Simpson / CCG Chair</b>	<b>Will Blandamer</b> Julie Gonda/ Secondary Care post	LCO & SCB	Long term health condition; frail elderly		Ongoing
7. Business Leadership	<b>Leader</b>	<b>Paul Lakin</b> Tracey Flynn	BBLG	Local business		Ongoing
8. Working Well	<b>Cllr Simpson</b>	<b>Paul Lakin</b> Tracey Flynn	Bury Employment, Health and Skills Task Group	Long term unemployed		Ongoing
9. Economic Recovery Strategy	<b>Leader</b>	<b>Paul Lakin</b> Crispian Logue	Team Bury			November
10. Thanking Key Workers	<b>Cllr Simpson</b>	<b>Will Blandamer</b> Julie Gonda/ Secondary Care post	LCO & SCB	Health & Care staff		August

## 2. Medium term priorities: April 2021 – 22

Further priorities for the medium term which have been highlighted as part of Bury 2030 thinking and the Building back Better recovery stage are as follows

Priority	Lead	Key Activities
<b>Neighbourhood Model development:</b> <ul style="list-style-type: none"> <li>• Data warehouse scoped</li> <li>• Adults early help model, including homelessness</li> <li>• Alignment of children’s early help including expanded role of school leaders</li> <li>• Integration of community hub capacity (self-help; community capacity) including review of Bury Directory as the single repository of all Bury services and opportunities</li> </ul>	LR	
<b>Strategic development plans</b> including town centre strategies: <ul style="list-style-type: none"> <li>• Prestwich;</li> <li>• Radcliffe;</li> <li>• Bury</li> <li>• Whitefield</li> <li>• Uplands</li> <li>• Ramsbottom</li> </ul>	PL	
<b>Digital strategy including:</b> <ul style="list-style-type: none"> <li>• Clear work plan for Digital Inclusion Group (already established)</li> <li>• Digital Inclusion specialist appointed</li> <li>• clear vision and roadmap</li> <li>• resident skills</li> <li>• routine sign posting to digital self-care resources as part of every health and social care assessment</li> <li>• digital inclusion including broadband access</li> <li>• council channel shift for example in Contact Centre and residential care so that relatives and care givers can routinely discuss care together</li> </ul>	PL	
<b>Carbon neutral strategy</b> including <ul style="list-style-type: none"> <li>• clean air standards</li> <li>• cycling and walking strategy</li> </ul>	DB	
<b>Health and care recovery:</b> <ul style="list-style-type: none"> <li>• Population health</li> <li>• Acute to community shift</li> <li>• Mental health strategy</li> <li>• System funding model</li> </ul>	WB	
<b>Social infrastructure including:</b> <ul style="list-style-type: none"> <li>• Neighbourhood Asset review</li> <li>• One Public Estate decision</li> <li>• VCFA capacity</li> </ul>	PL PL LR	

Priority	Lead	Key Activities
<ul style="list-style-type: none"> <li>• Community assets</li> </ul>	LR	
<b>Housing action plan including:</b> <ul style="list-style-type: none"> <li>• development action plan</li> <li>• private rented sector strategy</li> <li>• eco-housing strategy</li> <li>• Homelessness charter developed to provide support package</li> <li>• ? Ethical Lettings Agency (STH)</li> </ul>	?	
<b>Education and skills strategy</b> <ul style="list-style-type: none"> <li>• primary; secondary; SEND; FE; and HE</li> <li>• Learning disability review</li> </ul>	KD	
<b>Wellbeing</b> <ul style="list-style-type: none"> <li>• mental health</li> <li>• Physical activity strategy</li> </ul>	WB	