

Lancashire County Council

Health Scrutiny Committee

Tuesday, 23rd March, 2021 at 10.30 am in Teams Virtual Meeting - Teams

Agenda

Part I (Open to Press and Public)

No. Item

1. Apologies

2. Disclosure of Pecuniary and Non-Pecuniary Interests

Members are asked to consider any Pecuniary and Non-Pecuniary Interests they may have to disclose to the meeting in relation to matters under consideration on the Agenda.

3. Minutes of the Meeting Held on 2 February 2021 (Pages 1 - 6)

4. New Hospitals Programme (Pages 7 - 16)

5. Overview and Scrutiny Work Programme 2020/21 (Pages 17 - 22)

6. Urgent Business

An item of urgent business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Member's intention to raise a matter under this heading.

7. Date of Next Meeting

The next meeting of the Health Scrutiny Committee will be held virtually on Tuesday 29 June 2021 at 10.30am.

L Sales
Director of Corporate Services

County Hall
Preston

Agenda Item 3

Lancashire County Council

Health Scrutiny Committee

Minutes of the Meeting held on Tuesday, 2nd February 2021 at 10.30am

Teams Virtual Meeting

Present:

County Councillor Peter Britcliffe (Chair)

County Councillors

L Beavers	J Mein
C Edwards	S C Morris
N Hennessy	E Pope
A Hosker	J Shedwick
M Iqbal MBE	D Whipp
A Kay	

Co-opted members

Councillor David Borrow, (Preston City Council)
Councillor Paul Campbell, (Burnley Borough Council)
Councillor Gina Dowding, (Lancaster City Council)
Councillor Margaret France, (Chorley Council)
Councillor Bridget Hilton, (Ribble Valley Borough Council)
Councillor G Hodson, (West Lancashire Borough Council)
Councillor David Howarth, (South Ribble Borough Council)
Councillor Jayne Nixon, (Fylde Borough Council)
Councillor Julie Robinson, (Wyre Borough Council)
Councillor Tom Whipp, (Pendle Borough Council)
Councillor Marilyn Procter, (Rossendale Borough Council)

County Councillor Jennifer Mein replaced County Councillor Kim Snape and Councillor Marilyn Procter replaced Councillor Jackie Oakes (Rossendale Council), for this meeting only.

1. Apologies

None.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

None.

3. Minutes of the Meeting Held on 15 December 2020

Resolved: that the minutes of the meeting held on 15 December 2020 be confirmed as an accurate record.

4. Shaping Care Together programme: transforming hospital and community services in West Lancashire, Southport and Formby

Trish Armstrong-Child, Chief Executive of Southport and Ormskirk Hospital NHS Trust, presented a report which provided an overview of the Shaping Care Together programme, a partnership of NHS organisations aimed at improving health and care services.

During the presentation, the following points were highlighted:

- The programme's vision was to ensure that care would be integrated with other services, that any changes to service delivery would not have unintended consequences across the system, and that services served the community at large.
- Challenges faced by the programme included recruiting staff (a long standing issue which was being resolved through work with higher education institutions); the prevalence of pre-existing health inequalities across the region; increasing life expectancy, which was causing an increased demand for NHS services; and increasing levels of long-term conditions in the area.
- The Covid-19 pandemic had highlighted the need to think differently about delivering services and provided an opportunity to trial new ways of providing care, such as digitally.
- A key consideration for the programme was the region's demographic, which demonstrated that hospitals could not be the only places where elderly patients receive care. As the population would continue to age, services would need to keep up with increasing care demands.
- To give a sense of order to the programme's large and complex work area, seven areas of focus had been determined.
- From Winter 2020, the programme had entered its 'Listening Phase,' which focussed on engagement with the public as the first step to improving care services. Beginning in January 2021, members of the public were asked to get involved with the programme via a dedicated website or telephone line. In the near future, virtual workshops and discussion groups would be organised.

- A team of engagement and communications experts had been advising the programme to ensure that every possible and effective means of communicating with the public, particularly the elderly population, was explored.
- Monthly Board meetings were held to review the programme's progress and assess the feasibility of continuing to engage with the public during the Covid-19 pandemic.

In response to questions from members, the following information was clarified:

- As a result of the Covid-19 pandemic, it was expected that services to treat 'long-Covid' would be both requested and needed, such as cardiovascular and respiratory rehabilitation services.
- Before Christmas 2020, over 200 staff had engaged with the Shaping Care Together programme's focus sessions. Staff had highlighted the importance of keeping services local and of the need for clear direction and vision. Some staff focus groups had continued after the Christmas period, but the risk of engaging with staff at such a busy time for hospital services was recognised. It was expected that onsite sessions would recommence in the future.
- The expertise of an engagement and communications team had been employed particularly to engage elderly residents with the programme, as the team was experienced communicating with this group remotely. Leaflets and posters had been distributed at vaccination hubs and the presenters were keen to work with Healthwatch Lancashire, and other voluntary organisations, to further promote the programme amongst the elderly.
- The programme was also being promoted on social media, particularly through posts shared to Facebook groups relating to the local areas of Southport and Ormskirk. A dedicated staff member was working on the promotion of the programme through social media and could personalise the content.
- The programme started as a specific piece of work dedicated to hospital services but had since expanded to cover a range of issues. The Covid-19 pandemic had provided an opportunity to integrate services and consider all aspects of health and wellness. For example, it was important to work with colleagues providing mental health services, especially in relation loneliness among the elderly and children's mental health.

- It was important to understand that programmes and services in West Lancashire, Southport and Formby were connected to other regional programmes and services. A programme manager was linked informally with programme directors across the North West to share lessons and ideas, and to ensure that programmes in one region would not have a detrimental impact on services elsewhere. For instance, urgent and emergency care services had been crucial to the residents of Central Lancashire following a similar engagement exercise, so urgent care was expected to be raised during the 'Listening Phase' of this programme too.
- It was important to understand where individuals accessed services, so a detailed analysis of how people moved to and between hospital services was being undertaken. Any future decisions about services would consider these factors to ensure equitable access. This would allow the programme's progress to align with that of the Cheshire and Merseyside Local Sustainability and Transformation Partnership, for example, and account for people accessing the services of a different NHS trust or specialist services.
- Local Members of Parliament had been briefed about the programme.

Members suggested that working with Parish Councils would be an effective means of promoting the programme to communities too. It was noted that Parish Councils may have had funds available for a local leaflet drop, and that the county council's Champion for Parishes also had an allocated sum of money for use at their discretion.

Resolved: That the report on the progress of the Shaping Care Together programme be noted.

5. Overview and Scrutiny Work Programme 2020/21

Members considered the Overview and Scrutiny Work Programme for 2020/21.

Resolved: That the Overview and Scrutiny Work Programme for 2020/21, as presented, be noted.

6. Urgent Business

None.

7. Date of Next Meeting

It was noted that the next meeting of the Health Scrutiny Committee will be held virtually on Tuesday 23 March 2021 at 10.30am.

L Sales
Director of Corporate Services

County Hall
Preston

Health Scrutiny Committee

Meeting to be held on Tuesday, 23 March 2021

Electoral Division affected: (All Divisions);
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New Hospitals Programme

(Appendix A refers)

Contact for further information:

Rebecca Malin, Tel: 07583 673 749, Programme Director – New Hospitals Programme, Lancashire Teaching Hospitals NHS Foundation Trust, Rebecca.Malin@lthtr.nhs.uk

Gary Halsall, Tel: (01772) 536989, Senior Democratic Services Officer (Overview and Scrutiny), gary.halsall@lancashire.gov.uk

Executive Summary

The Lancashire & South Cumbria Integrated Care System (ICS) New Hospitals programme is leading our response to the Governments initiative to build 40 new hospitals by 2030. This offers a once in a generation opportunity to transform the hospital facilities and the services they provide in Lancashire & South Cumbria and bring significant economic benefit well beyond the NHS.

This paper is intended to provide the committee with an understanding of the background to the programme, context and current position. High level plans are included in this report and the Programme team welcomes discussion and input from the committee. Detailed plans will be brought to and discussed with the committee at a later date.

Recommendation

The Health Scrutiny Committee is asked to:

1. Note the information provided in this report.
2. Provide views and guidance on how the programme can help ensure the Health Scrutiny Committee is able to undertake its duties.

Background and Advice

1. Background:

- 1.1 In October 2019 the Government launched the Health Infrastructure Plan (HIP), as part of this plan is commitment to build 40 new hospitals by 2030. University Hospitals of Morecambe Bay NHS Foundation Trust (UHMB) and Lancashire Teaching Hospitals NHS Foundation Trust (LTHT) were awarded £5m each as seed funding to progress the required business cases to secure capital investment to redevelop/replace the ageing estate which is no longer fit for purpose.
- 1.2 The funding identified in the New Hospitals Programme has been allocated to schemes in two parts, with UHMB and LTHT included in the second phase:
 - Phase 1 (2020-2025) includes six new hospital projects that are sufficiently developed in order to get the full go ahead now, subject to business case approvals
 - Phase 2 (2025-2030) includes 21 more schemes for 34 new-build hospitals, with seed funding provided now to kick-start schemes and allow Trusts to proceed to the next stage of developing their hospital plans (and related business cases)
- 1.3 This is a collaborative programme involving all NHS and partner organisations in Lancashire and South Cumbria. Together, we will prove a) why our region needs this investment, b) what new hospital facilities should be like, c) how new facilities should be configured and d) where the new facilities should be located.
- 1.4 By developing a compelling business case, we will be able to secure investment from the Government that will allow us to significantly upgrade our hospital facilities, improving the overall health to local people by offering patients and staff access to advanced, purpose-built hospital facilities in our local area.
- 1.5 Clearly, this is a fundamental and critical programme which will shape the future service model for our people; those who work within it, those cared by it and the wider population of Lancashire and South Cumbria for generations to come.

2. Lancashire and South Cumbria New Hospitals Programme: *Our vision and ambition*

- 2.1 The programme is an opportunity to deliver the best possible care and outcomes for our population in brand new hospital facilities that are fit for purpose and will provide the best possible standards of treatment and care: hospital design led by patient needs rather than the other way around.
- 2.2 An investment into the local health economy of this magnitude must have a demonstrable positive impact on the care that the NHS provides to patients overall. We are developing our plans to fit within the Lancashire and South Cumbria Integrated Care System (ICS) Clinical Strategy, and NHS Long Term Plan. We are confident that this investment in hospitals will accelerate change elsewhere in the health and care system, producing better results for local people.

- 2.3 Our ambitions for the programme are consistent with the Lancashire Health & Wellbeing Boards vision “that every citizen in Lancashire will enjoy a long and healthy life and the strategies triple aim of improving outcomes, enhancing quality of care and reducing costs.
- 2.4 Leading Clinicians and NHS staff are working together to explore new models of care which will enable us to use this programme to develop facilities that will improve care and outcomes for conditions like cancer, cardiac and stroke.
- 2.5 New hospital facilities will allow the NHS in Lancashire and South Cumbria to take advantage of digital advances, from the highest-specification imaging to assist surgeons in theatres, to artificial intelligence and robotics, to remote patient monitoring systems allowing patients to get home more quickly and safely.
- 2.6 Furthermore, we will create the necessary space to allow staff to deliver acute healthcare treatments, without compromising safety and to accommodate technology and services that are currently only available to patients who travel out of area.
- 2.7 The programme is not just about new facilities. There are excellent examples within the local area where investment in improving and renewing hospital buildings and technology has delivered a better patient experience. Consideration will therefore be given to how existing hospitals can be refurbished as part of the programme; for example, Furness General Hospital, Westmorland General Hospital and Chorley Hospital.
- 2.8 The New Hospitals Programme will have a positive impact on our local area, bringing jobs, skills and contracts to Lancashire and South Cumbria businesses and residents, while delivering on our zero carbon obligations and the Greener NHS programme.
- 2.9 Our vision of the future is an ambitious, but achievable one and built on the reality that change is urgently needed.
- 2.10 Many of our hospital buildings in Lancashire and South Cumbria are aging and we are now facing wide ranging issues relating to design and physical condition. These buildings cannot accommodate today’s patient numbers and will not be able to deliver new therapies or treatments to the level of service required.
- 2.11 However, the Royal Preston Hospital and Royal Lancaster Infirmary are no longer fit for current or future purpose, and they are now past the stage where we can continue to refurbish. This will require new facilities to be built.
- 2.12 Poorly designed and outdated facilities contribute to longer waiting times, pose risks to patient safety, and make life harder for staff. The New Hospitals Programme will allow us to logically plan out what goes where – not only within hospitals, but in conjunction with all the other health and care services available.

3 New Hospitals Programme Governance

- 3.1 A programme governance structure has been agreed and established. This is detailed in **Appendix A**.

4 New Hospitals Programme Timeline

- 4.1** We are aiming to start building in 2025 with the new hospital facilities opening by 2030.
- 4.2** The New Hospitals Programme will be subject to a series of checks and balances, including scrutiny and agreement from decision makers within the NHS, the Government and local authorities.
- 4.3** The key steps and target dates are below. Please note these are target dates only at this stage and the Programme will continue to update committee members as required.

Spring-Summer 2021: Develop a long list of options

- Work with medical experts, NHS staff, partners and patients to develop a 'case for change' for the funding
- Work with experts to develop high level clinical service models
- Engage with NHS staff, local people and stakeholders about their hopes, fears and expectations
- Develop a long-list of options for investment in hospital facilities
- Submit the above to NHS England for review

Summer-Autumn 2021: Develop a short list of options

- Continue to engage with NHS staff, local people, GPs and stakeholders about any specific concerns
- Create a shortlist of options
- Submit plans to NHS England for review and approval

Spring 2022

- Conduct full public consultation on the options for new hospital buildings

The Programme will then address concerns raised through consultation and prepare the required business cases for submission to NHS England and the Department of Health and Social Care.

4. Clinical Leadership

- 4.1** Evidence suggests transformation such as this is far more successful and sustainable when led by clinicians. Following a period of recruitment the New Hospitals Programme has appointed c25 clinicians from acute hospitals, community and primary care across all Lancashire and South Cumbria. They will play a critical leadership role in designing the future clinical service models and developing options. Further appointments will be made as necessary

5. Catchment area

5.1 Initial analysis of the catchment area for this programme shows that most Clinical Commissioning Groups (CCGs) commission their closest acute provider. It also indicates that many patients travel outside of their CCG area for elective treatments in region already (particularly to Royal Preston Hospital). Non elective activities show the larger sites attract patients from much further afield, as would be expected in an area with higher than average tourism. Taking activity by Clinical Commissioning Group (CCG) in 2019/20 (not including births), patients from the following CCGs are deemed to be in the catchment area. Further analysis is underway to ensure a detailed view of all the populations in the catchment of the New Hospitals Programme.

NHS Morecambe Bay CCG
NHS Fylde and Wyre CCG
NHS Greater Preston CCG
NHS Chorley and South Ribble CCG
NHS Morecambe Bay CCG
NHS East Lancashire CCG
NHS Blackpool CCG
NHS Blackburn with Darwen CCG
NHS Bradford and Craven CCG

6. Involving and engaging our workforce, patients and population

6.1 Work is underway to understand the catchment area for the programme. Initial analysis of the data available to the programme to date.

6.2 Engagement and consultation with local people is incorporated throughout this process and will inform and shape our final proposals. Between now and February 2022, there will be plenty of opportunities for local people and staff to engage and to influence the business case.

6.3 Stakeholders including staff, patients, hospital Trust Members, GPs and local residents across Lancashire and South Cumbria will be invited to share their hopes, fears and expectations with us.

6.4 Events and opportunities to join in will be well publicised and organised in line with Covid guidelines, with plenty of notice given for participation. Stakeholders will be included in discussions, debates, workshops, information sharing and evidence collection sessions. Our business case will be shaped and altered to reflect opinion and, in particular, to pay attention to the detailed views of those with lived experience of services.

6.5 We have now embarked on a programme of regular communications and engagement opportunities leading up to public consultation, designed to create maximum awareness and understanding of the programme and the proposals amongst local people, patients, staff and stakeholders, including charities and community representatives.

- 6.6 This communications and engagement programme will target the entire population of Lancashire and South Cumbria, and will work with partners to hear the views of communities that typically may be harder to reach.
- 6.7 Our communications programme will include as many channels and touchpoints as possible (e.g. dedicated programme website at <https://newhospitals.info>, social media, community radio advertising, press and broadcast media, staff communications, regular letters to and meetings with stakeholders including MPs and local authority representatives) to ensure that we reach as much of our local population as possible.
- 6.8 Communications will be specifically designed to be inclusive and accessible.
- 6.9 We are now starting a rolling programme of engagement prior to the public Consultation stage when it is our duty to ask the views and opinions of all residents and stakeholders in the area. At this stage (pre-consultation) we are encouraging early participation from important partners such as the Voluntary, Community, Faith and Social Enterprise Sector (VCFSE) and expert patient groups, whose views will help to form our long and shortlisted options.
- 6.10 Our Pre-engagement programme takes Covid restrictions into account and will use a range of methods to ensure that we are able to engage with hard-to-reach communities, rural populations and those who are unable or unwilling to engage digitally. Alongside an online conversation about the emerging clinical model to which all NHS staff (40,000+) will be invited, Trust members, charities and community representatives, we be invited to discuss their hopes, fear and expectations. We will partner with Healthwatch to encourage 500+ voices from the VCFSE and expert patient groups to participate in an online conversation at this stage. Once allowed Healthwatch will host 4 workshops for us to hear the voice of the people from these groups who prefer to meet in person.
- 6.11 It is important to note no decisions have yet been taken as to what shape the new hospital facilities will take or where these will be located. No decisions will be made before all options are discussed with our staff, patients, local people, GPs and elected representatives, and the decision on an option will be clinically-led and NHS England and NHS Improvement (NHSEI) and the Department of Health and Social Care (DHSC) approved.

7. Conclusion

- 7.1 The Lancashire & South Cumbria Integrated Care System (ICS) New Hospitals programme is leading our response to the Governments initiative and offers a once in a generation opportunity to transform the hospital facilities and the services they provide in Lancashire & South Cumbria and bring significant economic benefit well beyond the NHS.

8. Consultations

8.1 Given the potential of significant change in NHS facilities and services, extensive public engagement and formal consultation is recommended by commissioners and therefore the statutory requirement to involve the Health Scrutiny Committee.

Implications:

This item has the following implications, as indicated:

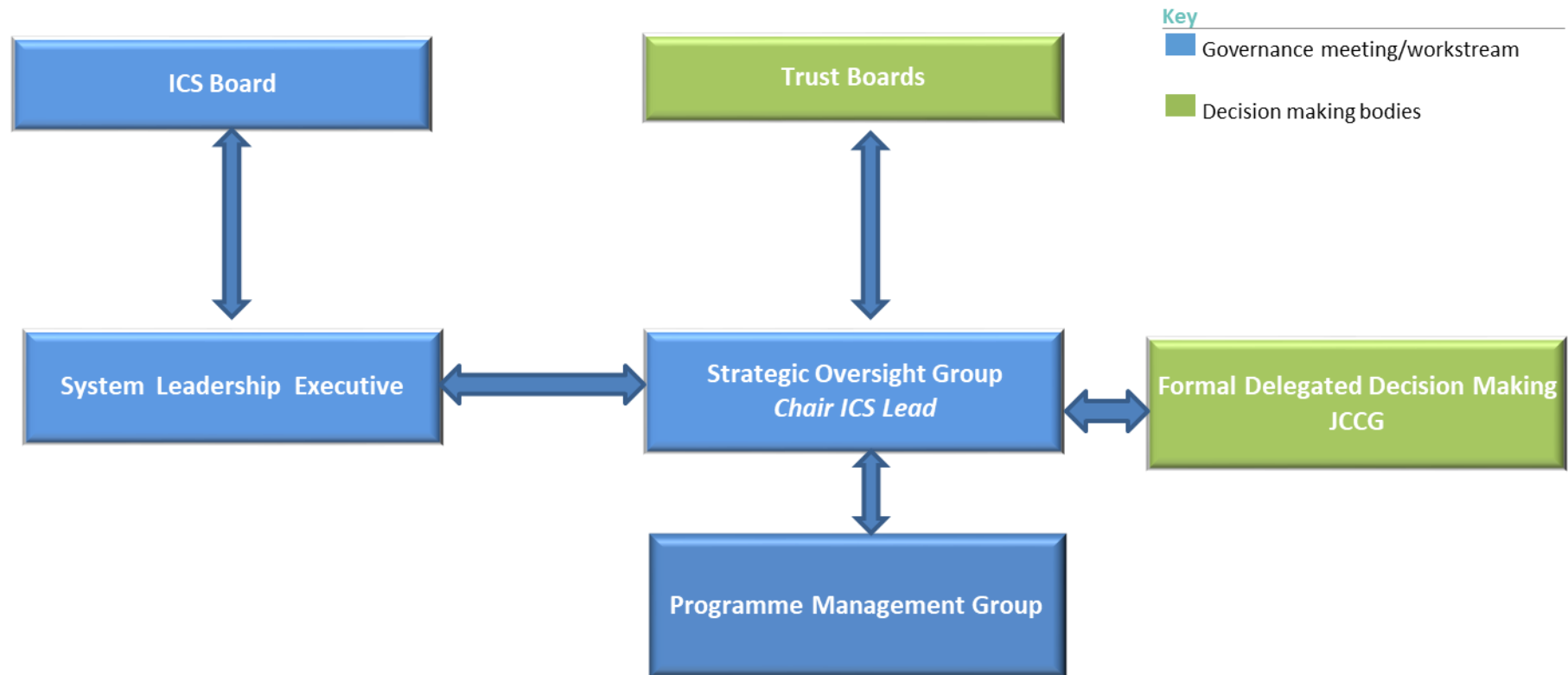
Risk management:

This report has no significant risk implications.

Local Government (Access to Information) Act 1985 List of Background Papers

Paper	Date	Contact/Tel
None		
Reason for inclusion in Part II, if appropriate		
N/A		

Appendix A – New Hospitals Programme Governance



Health Scrutiny Committee

Meeting to be held on Tuesday, 23 March 2021

Electoral Division affected: (All Divisions);
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Overview and Scrutiny Work Programme 2020/21

(Appendix 'A' refers)

Contact for further information:

Gary Halsall, 01772 536989, Senior Democratic Services Officer (Overview and Scrutiny), gary.halsall@lancashire.gov.uk

Executive Summary

This report provides information on the single combined work programme drafted for all of the Lancashire County Council scrutiny committees. A copy of this work programme is set out at Appendix A.

Recommendation

The Health Scrutiny Committee is asked to note the report and suggest items for consideration for the 2020/21 work programme.

Background and Advice

The Covid 19 pandemic has required members and officers to work differently and the wider context has also meant that priorities have changed or shifted in emphasis.

The work programme for this year has been combined with the other scrutiny committees given that the primary focus of the scrutiny work programme as a whole is dedicated to the response to the Covid 19 pandemic. For the Education and Children's Services Scrutiny Committee, the emphasis is on the impact to services supporting children and young people and the lessons learnt as the county council moves forward.

To enable the committee to have the time to review and scrutinise the key areas highlighted in the work programme, it is recommended where possible that one substantive item is tabled per meeting. However, it is important to note that the work programme needs to be flexible in order to accommodate any urgent items that may arise. In addition, the work programme will form a standing item on the committee meeting agenda for regular review and to ensure it is still fit for purpose.

To further enhance the work programme, members are asked to reflect on key discussion areas or questions they would like to consider for each of the topic areas.

This will ensure that the senior officers have a clear focus in order to provide the relevant information.

Further to this, members are asked to consider who they would like to invite to future meetings to help provide a more holistic picture for scrutiny to understand the challenges and produce meaningful but achievable recommendations.

The Health Scrutiny Committee is asked to note the report and suggest items for consideration for the 2020/21 work programme.

Consultations

NA

Implications:

This item has the following implications, as indicated:

Risk management

This report has no significant risk implications.

Local Government (Access to Information) Act 1985 List of Background Papers

Paper	Date	Contact/Tel
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None		
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Reason for inclusion in Part II, if appropriate

NA

Overview and Scrutiny Work Programme 2020-2021

Scrutiny Committee					
Month		Education and Children's Services	External	Health	Internal
	June			<ul style="list-style-type: none"> Update from the ICS on NHS Cells for Lancashire and digital and engagement with local people. Temporary changes to clinical services across the ICS during the COVID-19 pandemic 	
	July	Response to the COVID 19 pandemic in Lancashire - perceptions of the experiences of children and young people, and headlines from the operation of service during the COVID-19 emergency period.	Strengthening flood risk management and preparedness		1. RIPA annual report 2. The impact of Covid 19 on county council services Highways – challenges faced following pandemic and resuming 'normal' work programmes
	September	<ul style="list-style-type: none"> Education: <ul style="list-style-type: none"> - What powers do we have as a county council/what can we do to support schools and parents. - Position update on the wider reopening of schools Schools Causing Concern Task Group report – response to recommendations SEND Ofsted inspection report Review of work programme 		<ul style="list-style-type: none"> Adult social care – winter preparations (Supporting the social care sector including domiciliary care workers) NHS 111 First 	Covid 19 – what comes next? Including building pan-Lancashire working and Democratic involvement in resilience forums and maintaining democratic leadership during a crisis

Appendix 'A'

Page 20	Month	October	Children's Social Care - protecting vulnerable/valuable children – plans in place to manage spikes in referrals. Child poverty increase and the impact on the demand on social care	<ul style="list-style-type: none"> Universal credit – Citizens Advice Decarbonisation pathway – Lancashire, Electricity North West and Cadent Gas 		
		November	Education – digital poverty and lesson learned. Digital aspirational views – turning challenge into opportunity.		<ul style="list-style-type: none"> Suicide prevention in Lancashire LCC Adult Social Care Winter Plan 	Speeding Traffic and the lack of enforcement
		December	Impact of the pandemic on children and young people's mental health – plans in place to support and an update on CAMHS including managing increase in contacts, anxiety of YP on return to school and availability of more online support		NHS Test & Trace and Community Testing	
		January	Early Help – Update on the Lancashire offer	<ul style="list-style-type: none"> Strengthening flood risk management and preparedness – update on implementing recommendations. 		Covid 19 – Further update following the update provided at the September 2020 meeting
		February	<ul style="list-style-type: none"> Early Years sector – impact on private providers supporting vulnerable children and families (including update on the 		<ul style="list-style-type: none"> Shaping Care Together briefing on the transformation of community and hospital services for adults in West Lancashire and Sefton areas 	

Appendix 'A'

		EY Strategy and School Improvement Model) <ul style="list-style-type: none"> Shaping Care Together briefing on the transformation of community and hospital services in West Lancashire and Sefton areas (Special Meeting 2 Feb 2021 pm) 			
	March	**Family Safeguarding Model – update on implementation of model in Oct/Nov 2020	<ul style="list-style-type: none"> Flood Risk Management Strategy Rapporteur report – Universal Credit - tbc 	<ul style="list-style-type: none"> New Hospitals Programme: Lancashire and South Cumbria (previously known as Health Infrastructure Plan – Phase 2) 	Staff Wellbeing and Welfare
	April	Meeting cancelled		-	<p>Scrutiny of the Council's response to the Government's call for local councils to invest in street safety</p> <p>RIPA Annual Report</p>

Appendix 'A'

Other Topics	Topics from work programmes 2019/20 not scheduled	<p>Participation strategy update Road safety Independent children's homes Getting to Good plan update NEET SEN equipment in schools School transport Maintained nurseries update Parking at schools Childhood immunisation programme 0-19 Healthy Child programme Lancashire schools attainment report (standing item) CAMHS Redesign in Lancashire and South Cumbria – progress report (tbc)</p> <p>**SEND: Lancashire Breaktime update SEND Accelerated Progress Plan update</p> <p>Progress update on Pupils in special schools with medical conditions task group recommendations</p> <p>Schools causing concern task group - update on recommendations</p>	<p>Lancashire energy strategy Review of Community Safety Partnerships and governance arrangements (2021 tbc) Greater Lancashire plan LCC Carbon Plan/Internal Energy and Water Management Policy</p> <p>LEP – response to the pandemic – economic recovery plan incorporating 'green' principles Impact of pandemic on road safety and lessons learnt</p>	<p>Urgent Mental Health Pathway Transforming Care (Calderstones) Social Prescribing Tackling period poverty Delayed transfers of care Stroke Programme Vascular, head and neck Review of Primary Care Networks and Neighbourhoods Disabled Facilities Grants Housing with Care and Support Strategy 2018-2025 – tbc 2021 Update on The Future of Hospital Services in Central Lancashire Task and Finish Group activity NHS 111 First – update Health System Reforms</p>	<p>Youth Employment and Skills – impact on youth as one of the hardest hit groups during the pandemic (consideration to be given to which scrutiny committee will be most relevant to consider this topic)</p> <p>Economic and Social Recovery</p> <p>How county councillors can work better with officers</p> <p>Drainage issues in general</p> <p>Local Government Funding and Income Generation Task Group</p> <p>Update on Reducing Single Use Plastics in Lancashire</p>
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