

Minutes

Oldham Leadership Board

Thursday 17 January

Lees Suite

Present:	Cllr Sean Fielding Cllr Arooj Shah Dr Carolyn Wilkins OBE Majid Hussain Bill Lovat Cllr Jenny Harrison Rebekah Sutcliffe Liz Windsor-Welsh Alun Francis Donna McLaughlin Vinny Roche Supt Danny Inglis Jack Sharpe Nicola Frith Stuart Lockwood Vicky Sugars	Leader, Oldham Council (Chair) Deputy Leader of Oldham Council Chief Executive, Oldham Council Oldham CCG Regional Director, Regenda Homes Councillor, Oldham Council Director of Reform, OMBC Chief Executive, Action Together Principal, The Oldham College Pennine Acute Hospital Trust Chief Executive, FCHO Greater Manchester Police Pennine Acute Hospital Trust Oldham CCG Chief Executive, Oldham Community Power Strategy, Partnerships and Policy Manager
Apologies	Cllr Zahid Chauhan Jayne Clarke CS Neil Evans Ray Ward Helen Lockwood Emma Barton Jeremy Broadbent Dave Benstead Katrina Stephens	Councillor, Oldham Council Oldham Sixth Form College Greater Manchester Police Corporate & Commercial, Oldham Council Co-ops & Neighbourhoods, Oldham Council Director of Economy, Oldham Council Business Representative Chair of the Economy & Skills Partnership and Oldham Business Leadership Group Interim Director Public Health, Oldham Council

1 Minutes of the last meeting and matters arising

- 1.1 The minutes of the last meeting on 15 November 2018 were approved as an accurate record.
- 1.2 Cllr Fielding (Chair) welcomed new members of the board, Bill Lovat and Majid Hussain.
- 1.3 **Holts flats**
The blockage regarding incomplete flats being built in Holts is still in place. Carol Brown has been successful in getting a meeting with the owners of the site and taking steps forward. The Council is willing to discuss the option of part funding the project. We need

to move this forward collectively and use this as a model for how we can resolve similar issues at other sites. Rebekah Sutcliffe reinforced that the team in Holts and Lees need to be made aware of this information. Vinny Roche will email Cllr Jenny Harrison with the key messages and information needed for her to give updates to the community.

1.4 **Whole System Winter Preparations**

There was discussion around whole system winter preparations.

- Strong infrastructure is in place in case of severe weather conditions
- Flu vaccine has done well in key groups. Issue with over 65s resulted in delay in this group receiving the vaccine.
- Royal Oldham Hospital had 120 inpatients with flu. This number is the highest across GM.
- Zero patients were considered 'stranded at hospital'.
- The key challenge faced over the Christmas period was the A&E not being big enough to deal with the volume of ambulance arrivals.

The excellent work of teams across the system and the levels of preparation compared to previous years were acknowledged. It was also acknowledged that the plans in place are effective and robust, and that it is a result of system condition that some areas struggled.

Planning for next winter has begun with a focus on key messaging. A suggestion was put to the Board to 'piggy back' on messaging that is already working, such as bin collection dates over the Christmas period, to get information out about where to find healthcare during this time.

ACTION:

1. **The minutes of the last meeting were agreed as an accurate record.**
2. **Building owners and OMBC officers to meet to discuss options going forward**
3. **Vinny Roche to forward key messaging and information regarding Holts flats to Cllr Jenny Harrison**

UPDATES:

ACTION 2: HOLTS FLATS

OMBC officers and the owners of the building met. In response to concerns raised, the company have put forward intentions to secure the site, and that the development into flats will continue. Timescales remain unclear due to other projects nearing completion, but work on the site will commence upon these completions. There will be continued pressure for secure and long term improvement to the site.

2 Scaling up place based working and reform in Oldham

2.1 Cllr Fielding provided some background information on priorities around the reform agenda and Oldham Council's role in this. Going forward, reform should happen co-operatively with Elected Members, not independent of them. We can bring public services together and include an element of local democracy, and we'd be the first place to do this.

2.2 Rebekah Sutcliffe and Vicky Sugars presented to the Board six principles that have been agreed by GM for reform. The white paper these are drawn from has been informed by the work of the Oldham Leadership Board. We need to be mindful that reform itself does not become a goal, but that improved health outcomes remain the objective. We need to make sense of how our discreet work is interdependent and where those interdependencies are.

2.3 The white paper does not make the role of the VCSFE sector in integrated system change clear, and does not highlight the work and contributions of the sector well enough.

2.4 There was debate and discussion around the proposed options for geographical alignment. The white paper published by GM requires us to establish our current baseline and report back to them, and it was reinforced that Oldham is not starting from scratch, and that a lot of the work members of the Board have been doing are what has informed the paper itself. Various indicative options showing alternative ways of dividing the borough into five footprints were shown to the Board.

- Opportunities to look at all our funding as one integrated budget and to ensure we have effective use of the funding we have were discussed.
- VCSFE in Oldham is viewed as an equal partner in achieving the six criteria for reform, though the white paper does not make their role explicit.
- There was general consensus that the current model is not working and that reform was needed. Decision making needs to evidence-based and tailored to each footprint.
- Five footprints was agreed by the Board to be the right number. Some organisations currently work to four footprints, but will be able to combine footprints or reform their models of working in order to fit with the building blocks of the new geographical alignment p
- The Board agreed that the focus of reform should be clear, and that we should be wary of reform itself becoming the goal instead of focus on improved outcomes.

2.5 Debate around geographical alignment

Criteria for geographical alignment were discussed, and Vicky presented some indicative options for debate. The options showed various compositions for five footprints, and it was explained that five were chosen as any more than this would have been operationally difficult.

The Board agreed that five footprints was appropriate and that the current model was not

an option for improving outcomes. The discussion focussed on the levels decision-making, geographical appropriateness of the footprints proposed; the need to work co-operatively and quickly to deliver the new model; how this will work under the GM reform model and how we will report back to GM; the importance of the role of Elected Members in system change and reform; that access to and quality of services should always be at the forefront of our reform; the challenge of budget constraints; relationships between wards and the different needs within them; a focus on what is best for Oldham, not necessarily for individual organisations; a tailored approach for each footprint to meet each footprint's needs; the need for phasing work to ensure significant change is delivered; the need for an effective timeframe and framework within which to operate to ensure maximum delivery; that geographical alignment may require a great deal of work but may also be the least impactful of the 6 key areas for reform outlined by GM.

It was clarified what agreement would mean and look like to the Board. The Board needs to agree a framework to move the work forward, and announce the framework and agreement as soon as possible. It was agreed that an idea of what 'go live' will look like would be useful for Elected Members, and that communication was key to the success of the new footprints.

In addition to the options presented, there is a parallel district review in terms of this wider model.

ACTIONS:

- 1. Vicky Sugars will draft a framework and timeframe to present for the next meeting of the Board to make recommendations and agree.**

3 GM Place Leaders Programme feedback and next steps for Oldham (tabled at meeting)

- 3.1 Supt Danny Inglis provided an update on the GM Place Leaders Programme, which took place over the last 12 months. He felt that it was different to other leadership training, and noticed a difference in the effectiveness in the way he forms new relationships and maintains existing ones. He also took part in A Day In Their Shoes which he found a useful experience. Leaders who took part in the experience will get together on 5 March for a reflection event where they can share their experiences and good practice. Rebekah noted that the presence of VCSFE leaders during the course helped to ground the conversations in place instead of in organisations.
- 3.2 Leadership variances across professions was noted; that organisations tend to teach leadership in their own way and not in an holistic, collaborative way. Carolyn gave some insight into the background of the design of the programme, and how the aim was to startle people's thinking out of old habits and into a way of working with social connectedness. We need to act at a cluster level, as well as at a leadership and a borough level.
- 3.3 Liz Windsor-Welsh noted that the crux for everything is the quality of the relationships made and the honesty of these relationships. How can we model what do every day and

translate this into the system while we work together as a system? We need to bring relationship-building culture shift into our everyday work.

ACTIONS:

1. **Vicky Sugars and Partners to develop proposals for a place leadership course to bring back to the Board**

4 Single Use Plastic Free Oldham (report enclosed)

- 4.1 Justine Addy presented the Single Use Plastic Free Oldham strategy on behalf of Andy Hunt.
- 4.2 On 28 March, Council passed a motion for a single use plastic strategy to be developed. On 17 December the strategy was approved, with the recommendation to ask members of the Oldham Leadership Board to consider the issue of single use plastic across their organisations and to produce an action plan on how they will reduce the issue. There has been a big push around communication to businesses and residents across the borough which will roll out from the end of January.
- 4.3 It was highlighted that there are small things that can already be done – i.e. changing from plastic cups to paper ones for water coolers. Vinny Roche and Liz Windsor-Welsh both offered help from FCHO and Action Together to get maximum results from messaging.
- 4.4 There was discussion around the need for messaging around personal behaviour – i.e. bringing reusable cups or bottles. It was discussed that behaviour change is a difficult challenge, and the example of Boots meal deals requiring a drink in a plastic bottle with no other options available was noted. There was further discussion regarding reverse vending machines. The role of communication and the large role it will play in the strategy was discussed.

ACTIONS:

1. **Justine Addy to circulate action and communication plans regarding Plastic Free Oldham.**
2. **Partners to contact Justine, or provide a contact to Justine, to discuss working toward 'plastic free'.**

5 AOB

- 5.1 Nicola Firth – Royal Oldham Hospital manages the largest endoscopy service, we have just become Joint Accreditation Group accreditation. Very difficult to achieve and a massive achievement for ROH and the services provided.