



Oldham Leadership Board Minutes

16 April 2021, 09:00am

Microsoft Teams

Present:	
Alun Francis	Principal & Chief Executive, Oldham College
Bill Lovat	Regional Director, Regenda Homes
Cllr Arooj Shah	Deputy Leader of Oldham Council and Cabinet Member for Covid-19 Recovery
Cllr Howard Sykes	Leader of the Liberal Democrat Group, Oldham Council
Cllr J Stretton	Chair of the Health and Wellbeing Board
Cllr Sean Fielding (Chair)	Leader, Oldham Council
Donna Cezair	CEO, First Choice Homes
Dr Carolyn Wilkins, OBE	CEO, Oldham Council and Accountable Officer, Oldham Cares
Emma Barton	Director of Economy
Fran Lautman	Customer Development Manager, Oldham Council
Helen Lockwood	Deputy Chief Executive, Oldham Council
Jackie Marshall	JCP Newton Heath
Jonathan Moise	Medical Director, Oldham Care Organisation
Judith Crosby	Northern Care (Community)
Katrina Stephens	Director of Public Health, Oldham Council
Laura Windsor-Welsh	Strategic Locality Lead, Action Together
Matthew Drogan	Head of Strategy and Performance, Oldham Council
Mike Barker	Lead Officer, CCG
Molly Brown	Partnership Manager, Department for Work and Pensions
Rachael Harrison	Chief Superintendent, Area Commander East (Oldham & Tameside)
Rebekah Sutcliffe	Strategic Director of Communities and Reform, Oldham Council
Shelley Kipling	Assistant Director, Communications and Strategy, Oldham Council
Stuart Lockwood	CEO, Oldham Community Leisure
Val Hussain	Commander, GMFRS
Apologies:	
Andrew Hunt	Programme Manager, Oldham Council
Cllr Z Chauhan	Cabinet Member for Health and Social Care
David Jago	Director of Finance / Chief Officer, Oldham Care Organisation
Dominic Wheelan	Chief Operating Officer, Unity Partnership
Jayne Clarke	Principal at OSFC
Jenny Stanton	Department for Work and Pensions
John Patterson (NHS)	Clinical Lead, Oldham CCG,
Liz Windsor-Welsh	Chief Executive, Action Together
Nicola White	Interim Transformational Programme Manager, Oldham Council
Supt Colette Rose	Supt, Greater Manchester Police and CSCP
Minutes:	
Natalie Truswell	



Item 1: Minutes and key updates/progress since the meeting on 13th January 2021

Cllr Sean Fielding, Leader of the Council (Chair) presented the Minutes.

The Minutes of the 13th January meeting, were agreed as an accurate record

Matters arising - verbal update on GM Strategy

Following a request on 13th January, for an item on this at a future meeting, Matt Drogan, Head of Strategy and Performance, provided a verbal update.

Following early engagement with Leaders and Chief Executives across GM the GMS refresh process is commencing, as it was paused last year due to the impact of Covid. The headline timeline is engagement, collation/ development thematic content (March- May), and then detailed shape, form and content work June - August, this allows for Mayoral and local elections to be undertaken and for the process to incorporate new Mayoral priorities and any shifts in emphasis post-election. Working to a final strategy for September. Lead policy officers across GM have been invited to sessions from March.

ACTION: further feedback to be presented at a future meeting of the OLB (MD)

Item 3: Recovery Strategy Brief Introduction – presentation on the day

Presented by Cllr Arooj Shah (AS) – Deputy Leader of Oldham Council and Cabinet Member for Covid-19 Recovery and Rebekah Sutcliffe (RS), Strategic Director, Communities and Reform.

Introduction from RS

The Covid Recovery Plan will be in place for the next 12-18 months; Team Oldham Covid Recovery Plan: incorporating Team Oldham – CCG, Unity, Mio Care and the council - we aim to build on this recovery plan and ultimately develop a new corporate plan and a wider Oldham system plan that works from 2022.

At each OLB meeting we will engage with the Board with regards to one of the recovery plans key themes – today's meeting will focus on the equality theme. In the delivery we are keen to apply learning from the last 12 months; this plan is about delivering against priorities in a community focussed way and with a place-based approach.

We are also in the process of developing an improved performance management framework to measure performance against delivery of the plan.

Slides presented by AS

Work started on a new Team Oldham Plan in the summer of 2020; suspended due to the onset of Covid. The 12-month Covid Recovery Plan was developed due to the impact of Covid on our communities, businesses and services. We have



increasing demand and financial challenges, so we need to prioritise what we deliver, focussing on the communities that need it most
We have identified 6 themes:

- Driving Equality
- Investing in quality housing
- Championing a Green Recovery
- Creating and protecting jobs and supporting businesses
- Education and skills
- Promoting Health and wellbeing

Everyone in Oldham has played their part in responding to the pandemic, from doctors, nurses, teachers, and everyone who has put on a mask and helped slow the transmission of the virus. We will continue to keep communities at the heart of our response. Our recovery plan will ultimately be signed off at Council following the local elections.

Questions/comments

AF: We have had fantastic support from the CCG and all Public Health partners during the pandemic – requested for this to be noted

AF: We have lots of confidence in the equalities part of the plan, but not confident how we have commitment to how we are going to remedy some of the problems around poverty and job creation. With regards to the college, we are a technical and not academic college; we need a successful economy to work with; the education strategy, the challenge is huge – apprenticeships, graduates – needs businesses to support this. Economically not just Oldham but a global issues. Industrial towns need a clear economic future and we need a clear strategy for Oldham within GM and Nationally.

AS: we should commit to meeting to discuss this with OLB in more detail

KS: GM inequalities commission report – useful practical and strategic elements that we could seek to use to address some of the challenges – poverty, inequalities, wealth building

RS: within the inequalities report – themes are reflected within our recovery plan.

VH: supporting the most vulnerable; is our approach, we need to target the most vulnerable. Universal offer – including online resources, telephone visits

ACTION: Covid Recovery Plan – commit to an item on the economic theme of the recovery plan at a future meeting (RS/MD)

Item 2: Vaccinations Update - attached

Presented by Mike Barker - Strategic Director of Commissioning / Chief Operating, Oldham CCG

This is the first time OLB has received a comprehensive view of the vaccination programme, there is more detail in the paper that has been shared.

Range of different vaccines

4 design principles:

- Roll out at pace and in priority order to protect as many lives as possible in the shortest time
- Provide easy and safe access to the vaccine
- Consider impacts on inequalities and ensure access is equitable
- Provide quality, value for money and sustainability to be fit for the future

The National strategy has been world leading with 3 vaccines in circulation. Ambition was by 15th Feb all people over 70, CEV and front-line H&C workers, care homes would be offered their 1st vaccination; this was achieved nationally and in Oldham.

National programme – 3 time horizons

- Jan to April focus on JCVI priority cohorts 1 – 9 (protecting and saving lives)
- May to Dec focus on completion of first and second doses across the entire adult population
- 2022 – 2027 planning for a sustainable, long term future

One of the biggest issues in Oldham is trying to address the inequalities around vaccine uptake, we have good practice that we have shared nationally

GM Model: has its challenges – around inequalities and demographics. Mass vaccination site – Etihad stadium, one of the highest performing areas across the country. We have maximised uptake and tailored approaches, moving at quick pace; unlike other areas in the country. Lots of positive learning.

Oldham Model – hospital site and 6 primary care network sites. Increasingly used non-clinical sites, including the Millennium centre, Green Bank and Mosque's Site Operating Model; working together bringing the whole of our system together.

- We are at 119,000 vaccines in 4 months – 57% of our adult population
- Last week we did 10,000 2nd doses and 3000 first doses
- First site live on 14th December – Greenbank medical centre

Biggest challenges we have faced is the sensitivity, SK and team have helped build a strategy to improve uptake around ethnicity and deprivation and issues around the perceived efficiency of the vaccine and safety – lots of messages went out to the communities and working with community leaders

Pop up clinics have made a massive difference – double the amount compared to primary care (proof of concept)



Bangladeshi/Pakistani community – clinics in place show significant uptakes by working in a tailored way

Oldham was the first town in the UK to vaccinate the homeless community – JCVI criteria was questioned – attracted lots of publicity but eventually changed the national position with clear guidance for all to vaccinate their homeless people and many people started to follow

What's next? Planning phase – likely we will change our delivery model, likely from 6 sites to 2 or 3 concentrated sites; support easing of lockdown, support with tailor made pop ups, completing first and second doses, third dose booster and flu vaccination later this year

On Monday, JCVI opened up vaccinations to all adults. Evolved model – GM level – stronger mechanism for the hospital hubs

Take away from today:

- We have rapidly responded and established delivery model that has safely administered vaccines at pace and scale. As a result, we have met the first national target of offering first dose vaccinations to JCVI Priority Groups 1 to 4 by mid-February.
- We have deployed a place-based community-led delivery model, comprising multiple delivery channels working synergistically, in order to meet the needs of the local population and address inequalities. The Mass Vaccination Centre and Hospital Hubs have provided us the flexibility to surge capacity where it is required.
- Initial planning and modelling work has helped us establish a core infrastructure through a locality-based model alongside flexible wider capacity. This provided us with a maximum projected run rate capacity of c. 25,000, enabling us to fully or even more rapidly deliver against existing National Delivery Plan targets and timelines.
- Our model will evolve over 3 planning horizons. Work is underway to develop an approach which is sustainable and part of an integrated whole system model. This will provide a future focused and enhanced approach to a COVID Mass Vaccination Programme as part of Greater Manchester's evolving wider vaccination function and health protection model.

None of this could or would have been achieved without the excellent team that make us what we are #WeAreOldham

The countless clinicians that have worked evenings, weekdays and weekends vaccinating people of Oldham and those who have chosen to be redeployed from other things

Massive team effort:



Programme Nicola Hepburn Marion Colohan	Engagement Neil Consterdine Laura Windsor Welsh Council of Mosques	Workforce Julia Veall Claire Smith Dr Shelley Grumbridge	Clinical Leadership Dr Bal Duper Dr Salim Mohammad Dr Harpal Hunjun Dr Hollie Francis Dr Zia Jalal Dr Elizabeth Foster
Communications Shelley Kipling Jeni Harvey Louise Letman	Logistics Simon Shuttleworth Lyn Brankin Andrea Hughes	Sites & PCN Mgt Pam Walls-Hester Atta Hanfi Jennifer Richards	
IM&T & BI Dave Crowther Sam Samuel Andrea Hughes	Clinical Quality & Nursing Claire Smith Nigel Dunkerley	Other Alistair Ross (Finance) Rachel Scott (Hospital)	System Leadership Cllr Arooj Shah Mike Barker Katrina Stephens

Questions/comments:

SF: incredible work, witnessed at Failsworth hub and at drop-in centre at Featherstall Road; all people involved – committed

Presentation shows a lot of information and the incredible work across the system

ACTION: A thank you to all involved in the Vaccination programme be noted in the minutes.

Item 4: Role of Community Champions

Presented by Laura Windsor Welsh - Strategic Locality Lead, Action Together

LWW provided an update of activity since January, when MHCLG announced grant funding would be available to LA areas to build a network of Community Champions - MHCLG identified people from minority communities

In Oldham, during the pandemic, we reviewed the take up of testing, local restrictions, we have built our CCP based on our experiences from last year and what worked well

Building on the trusted relationships that we have in communities and working with community leaders that have the trust and relationship within the communities has been critical. We've looked at all of the data; transmission rates, communities with the most severe impact of Covid

Identified 5 communities of focus:

- South Asian communities
- African communities
- Roma communities
- People with learning disabilities and autism
- People with sensory disabilities



How we mitigate the inequalities that Covid has brought to our communities, access to good information, beyond the right languages, but also faith and culturally appropriate, challenges around health literacy – all building a different way of working around engagement and communication.

Approach: How do we invest the grant fund available and build a different way of working?

Identify gaps in communities; any information or process we develop needs to be culturally appropriate and accessible. Capture insight and understand it across the system to continue to evolve.

Progress update:

Set up a full Team Oldham steering group – public sector, equalities advisory group and representatives from the voluntary sector; Identified capacity to deliver Programme; Established action groups – weekly meeting with the communities of focus; Already invested £94K to community anchor organisations; Launching a grants Programme; Set up an insight network and insight tracker
Understanding equalities impacts

Oldham mosque council (OMC): OMC conducted a survey to understand perceptions and barriers to vaccination take-up which was followed up with some focus groups. Subsequently a full plan has been developed and key activity includes setting up training and information for local mosque leaders and committee members, so far 186 received training. Videos developed and shared through Asian TV networks. Pop up clinics in mosques and community centres; engagement and reassurance; the uptake has increased significantly.

African communities: training to pastors and church leaders

Weekly action group with 3 key charities – OPAL, KeyRing and Pennine Mencap
Research and insight network across the system – Community Champions network
The impact in such a short space of time has been significant – community engagement started in mid Feb – first pop up vaccination site – take up has increased dramatically, as our data shows

Current priorities:

- Small grant programme launch (Mid April) to build grass-roots capacity in the Community Champions Network
- Community Champions Network sessions established (end of April)
- Insight tracker launch (early May)
- Bite-sized Covid awareness training resources rolled out across the Community Champions Network (early May)
- Further work with Roma community and sensory disability communities (ongoing)

Questions/comments:

DC: Fantastic to hear about all of the collaborative work in Oldham. The Community impact work that FCHO teams are doing could be worked better within the system;



could reduce duplication or potential gaps that we are not addressing. How do we make sure the 2 systems are integrated and connected?

ACTION: LWW to liaise with DC about working more collaboratively with FCHO.

AS: brilliant presentation; response and the support has demonstrated such a strong partnership working, greater role in our recovery too

CW: incredible work across the system. The learning we have now got in the way we approach things in parallel the work to transition out of test and trace, strong commitment to link in – what's the national/regional role?

RS: we've started a process of capturing the learning, early on we reviewed lessons learnt, in a focused way – applicable to the wider H&C and broader public service response

ACTION: LWW to look for opportunity to influence nationally and share with the national team

Item 5: Digital Inclusion

Presented by Fran Lautman, Customer Development Manager, Oldham Council

FL presented the paper's key points, as follows:

- Link to equalities as part of the Covid recovery plan
- Digital exclusion: as part of a system we have the best chance of tackling; opportunity to work together
- Activity: Nationally, Regionally and Oldham Visibility and ownership of digital exclusion as system and have sight
- Next few weeks:
 - Tablet lending and gifting programme
 - Embedding digital skills into the emerging work and skills strategy
 - Robust evidence base of the digital exclusion risk

GM also have a digital strategy: 1.2M people in GM are digitally excluded (SF role in GM – portfolio lead for digital) In the next few weeks:

- Library service – tablets lending and gifting programme (funding from GMCA)
- Evidence base – GMCA developed the DERRI – digital exclusion risk indicator dashboard – evaluating to see if this would be helpful for Oldham

Questions:

Are there any gaps from a system perspective for tackling digital exclusion?

What do we need to put in place that we may not already have that means we can effectively come together to make this a reality?

Questions/comments:

AF asked why the college is not included in the paper, as 70% of Oldham College students come from disadvantaged post codes – probably the most excluded in the borough. College has spent over £200K on kit, programmed, safeguarding,



delivering to people's homes – 1200 laptops and chrome books delivered to students, cameras in classrooms/homes to be able to teach. AF therefore keen for College to be a part of the strategy. Also, should sit at the heart of our economic plan – cheap/free broadband access

AS: you should have been involved, lifeline to our residents and students – big thank you, FL to feedback to DW

FL: we are in discussion with GM for free universal access to broadband; GM are pulling together proposals for Government

JM: any cultural barriers to digital inclusion

FL: usually an age barrier, generalising, challenge on over 65's – in terms of demographics

AF: the future is digital, not just about digital exclusion – includes everybody – not just those who don't have access. Digital technology – Health, Education, live and work in new ways post pandemic

BL: key connections – GM economy function. Strategy has to be across everything. How we pull together the lessons and experience and how we connect communities to make sure they're not excluded as well as the key economic drivers

SF: the future is digital – we need to support our residents

ACTION: Presentation and comments raised be noted.

Meeting closed at 10.35am

Date of Next Meeting: 14th July 2021