

ONE EQUALITY SCHEME

Annual Review 2021

We are pleased to introduce the annual review of our One Equality Scheme for 2021. Tameside & Glossop Strategic Commission first launched the joint scheme in 2018 and we continue to work hard to ensure that all of our integrated and standalone services meet all equality obligations.

The annual update for 2021 aims to provide a summary of the activity taking place across Tameside & Glossop to improve service standards and outcomes for local people.

Equality and diversity goes far beyond the nine protected characteristics, and at a local level this is complemented by the priorities set within our Corporate Plan. These priorities are embedded within our One Equality Scheme through a set of objectives that we use to measure and monitor our progress.

We are proud to showcase the continued commitment, achievements and projects the Strategic Commission has delivered and supported over a challenging 12 months. Equality and equity have been at the heart of our response to the Covid-19 pandemic and remains a key focus as we work to recover and Build Back Better.



Councillor Brenda Warrington
Executive Leader of Tameside Council



Councillor Leanne Feeley
Executive Member - Lifelong Learning, Equalities, Culture and Heritage



Dr Asad Ali
Co-Chair, NHS Tameside & Glossop Clinical Commissioning Group



Dr Ashwin Ramachandra
Co-Chair, NHS Tameside & Glossop Clinical Commissioning Group

INTRODUCTION

The One Equality Scheme has created a platform that enables us to successfully deliver a shared vision and approach to the equality and diversity of residents, patients and service users across Tameside and Glossop.

The scheme sets out the commitment of Tameside Council and NHS Tameside & Glossop Clinical Commissioning Group to reduce the impact of inequality and enhance the equity of access to a wide range of services and support. It remains important that all work in this area is embedded within policy review and development.

Our commitment to embedding equality and diversity into everything we do can only be achieved by listening to what our residents and patients tell us. A range of effective consultation and engagement methods are in place at a local level to gather the views and experiences of residents and patients – this insight is then used to improve outcomes for individuals and families. Promoting a greater level of openness and transparency allows us to review and strengthen all existing systems and partnerships.

The [Tameside & Glossop Engagement Strategy](#) provides a level of commitment required to ensure all stakeholders are central to shaping the way we design, commission and deliver the best possible services. The success of how we do this is assessed by the extent to which:

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- People have an opportunity to express their views, and feel confident their voices are heard.
- People feel their opinions and ideas influence the commissioning, design and delivery of local services.
- Our services are better as a consequence of engagement and consultation.
- High quality engagement is something that occurs routinely within our organisation and is ongoing.

The scheme will be reviewed on an annual basis to ensure we are making progress against the agreed objectives and statutory requirements. The scheme delivers on a number of areas, which together provides a picture of the Strategic Commission and its approach to improving equality and diversity across Tameside and Glossop.

One Equality Scheme 2018-22 can be accessed [here](#), where our legal obligations under the Equality Act and Public Sector Equality Duty are outlined in more detail.

Our previous One Equality Scheme Annual Reviews can be accessed [here](#) for 2020 and [here](#) for 2019.



OUR EQUALITY OBJECTIVES (2018-2022)

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, states that we must publish specific and measurable equality objectives, and subsequently at intervals of no more than four years. The equality objectives of Tameside & Glossop Strategic Commission cover five key themes.

a. Reducing inequality and improving outcomes

- This theme lies at the heart of not just the One Equality Scheme, but at the heart of all our strategies and initiatives.
- The projects and programmes under this objective focus on key areas of inequality. Through our work developing this scheme, these are topics that may have been highlighted as being in need of increased attention and focus.
- We know that in certain areas such as people's health, employment status and educational level, there are gaps that we need to address and attempt to narrow.

b. Meeting our obligations under the Equality Act 2010

- Our objectives for this theme are a combination of what the law requires us to do, and what we have decided needs to be done to meet the general Public Sector Equality Duty.
- The Equality Act 2010 is both very broad in its expectations of what public bodies must achieve, and also very specific regarding the information we must publish on equalities.
- Given how broad the requirements are, many actions in other area will nevertheless be connected to us fulfilling our obligations under this theme.

c. Equality training, development and awareness

- If we are to ensure that we meet our legal obligations, and deliver services that are fair and equitable, we need ensure that staff are aware of their responsibilities and that service users are aware of their rights.
- Fulfilling our objectives in this theme requires both internal measures such as staff training, and external ones, such as raising awareness of the support available for different groups and individuals to access services.

d. Consultation and engagement

- Without effective and meaningful consultation and engagement, we are unable to shape our services to meet customer need in the most efficient and service user friendly way.
- The objectives contained in this theme relate to how we maintain effective dialogue with our residents, patients, communities and businesses to make best use of our resources. There is a particular focus on ensuring that the needs of the most vulnerable and disadvantaged are heard.

e. Understanding Service Use and Access

- Once we know what our customers and service users need, and we are aware of any inequalities that exist, we need to make sure that those most in need and at a disadvantage can access services to improve their situations.
- Access to services is about, amongst other things, service availability, service location (both physical and virtual), and potential barriers. This theme requires us to think about how best to utilise our resources to ensure the maximum benefit for those most in need.

Reduce Inequalities & Improve Outcomes

- 1** Address key priority quality of life issues such as health inequalities, educational attainment, access to skills, training and employment opportunities, income levels, and health and wellbeing, across equality groups and the vulnerable and disadvantaged with a view to narrowing the gap.
- 2** Help people to continue to live independent lives, and assist the most vulnerable in our communities to access support and services that exist around this aim, through targeted interventions and tailored service provision. Work closely with partner organisations to most effectively facilitate this.
- 3** Aim to increase the level at which people believe that Tameside and Glossop is a place where people get on well together, amongst the population as a whole and by protected characteristic group. A key focus of this aim is to raise awareness and support the prevention of hate crime across the locality.

Meeting our obligations under the Equality Act 2010

- 4** Publish our equality objectives and ensure that they are published in a manner that is accessible
- 5** Publish our workforce monitoring information by equality group (where known)..
- 6** Undertake to produce and publish Equality Impact Assessments (EIAs) to support service delivery and commissioning decisions to be published with papers. These will help us to understand the impact of our policies and practices on persons sharing a relevant protected characteristic.

Equality Training, Development and Awareness

- 7** Ensure that employees are appropriately trained on equality legislation and their responsibilities under it - this includes Equality Act 2010, Equality Delivery System 2 (EDS2), Accessible Information Standard, Workforce Race Equality Scheme, Workforce Disability Equality Scheme and the requirements of the EDHR contract schedule. Staff are offered support and guidance through a range of methods and approaches such as briefing notes, training sessions and workshops.
- 8** Raise awareness and understanding of equality and diversity by working with partners (such as voluntary organisations, community groups and service providers) to ensure that the views of those from protected characteristic groups are represented and supported.

Consultation & Engagement

- 9** Engage (as early as possible to enable co-design and co-production processes) and consult with our communities through a broad range of methods and forums, such as surveys, events and customer feedback to ensure comprehensive and meaningful coverage. Ensure feedback is provided to participants following the engagement or consultation process.
- 10** Disaggregate the results of monitoring, surveys, feedback and consultation exercises by equality group (where appropriate and practical) to inform our understanding of the needs of different groups and individuals. When collecting demographic data as part of the engagement or consultation process ensure that respondents understand the importance of collecting this data and how it will be used.
- 11** Develop specifically tailored engagement and consultation activity where appropriate and when required for specific equality groups and disadvantaged / vulnerable people across Tameside and Glossop.

Information, Intelligence & Need - Understanding Service Use & Access

- 12** Use a range of intelligence gathering, customer monitoring and insight tools, together with specific pieces of analysis, to inform both our understanding of residents, service users, service delivery and design, and to develop services that provide a varied, flexible and accessible offer. Where possible, work with partner organisations to maximise the data available to provide deeper insight into understanding our local communities (whilst remaining mindful of data protection standards).
- 13** To encourage and promote the use of customer monitoring and disaggregation of data by equality group (where practical)..
- 14** Use a variety of tailored communication methods to increase the accessibility and understanding of council and CCG services that allows our different customers, residents and service users to make informed choices.

A PICTURE OF TAMESIDE & GLOSSOP

Our One Equality Scheme connects a wide range of population data for Tameside and Glossop, much of which relates directly to the protected characteristics such as age, sex, religion and disability.

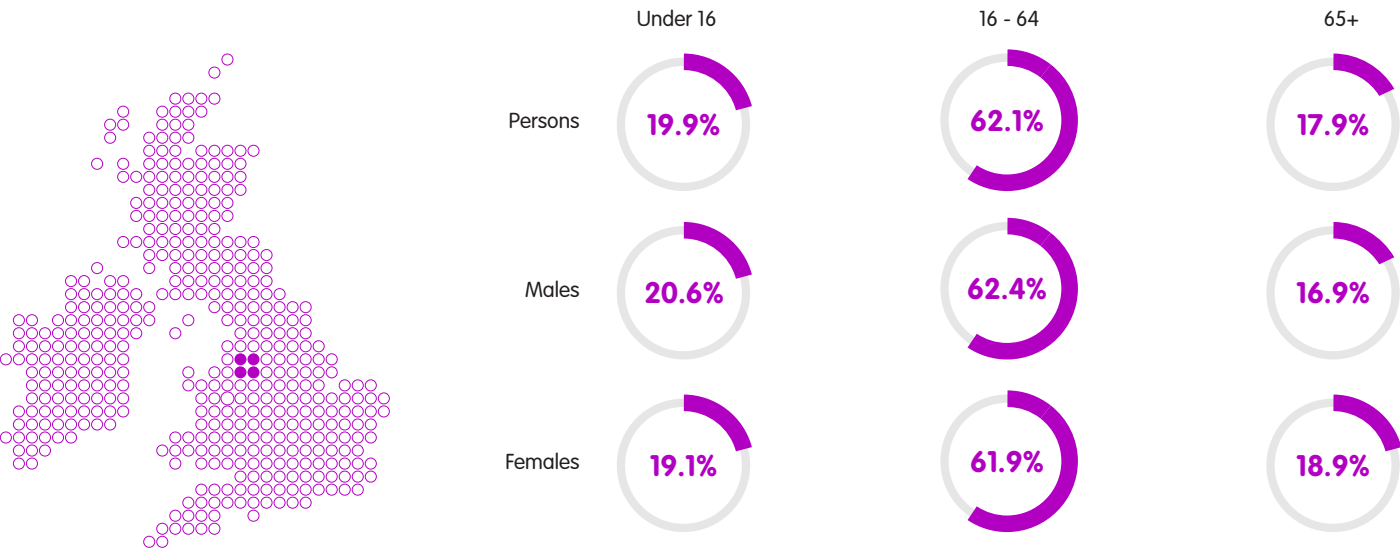
Although the breakdown of our population is in line with the national picture across many protected characteristic groups, there are some groups where our local population differs. For example, in Tameside and Glossop we have a higher proportion of residents who state that their day to day activities are limited - 20.5% compared to 17.6% nationally. We have slightly less people reporting to be in good health – 78.2% compared to 81.4% nationally. Unsurprisingly this is reflected in our healthy life expectancy figures and mortality rates (as outlined in the following infographics).

The implications of these differences are wide ranging – not just in terms of outcomes for our local population but also financially in helping to address these differences. Tameside Council and NHS Tameside & Glossop Clinical Commissioning Group are committed to ensuring all residents lead long, fulfilling and healthy lives – **'Our People, Our Place, Our Plan'** is key to achieving this

Sex & Age

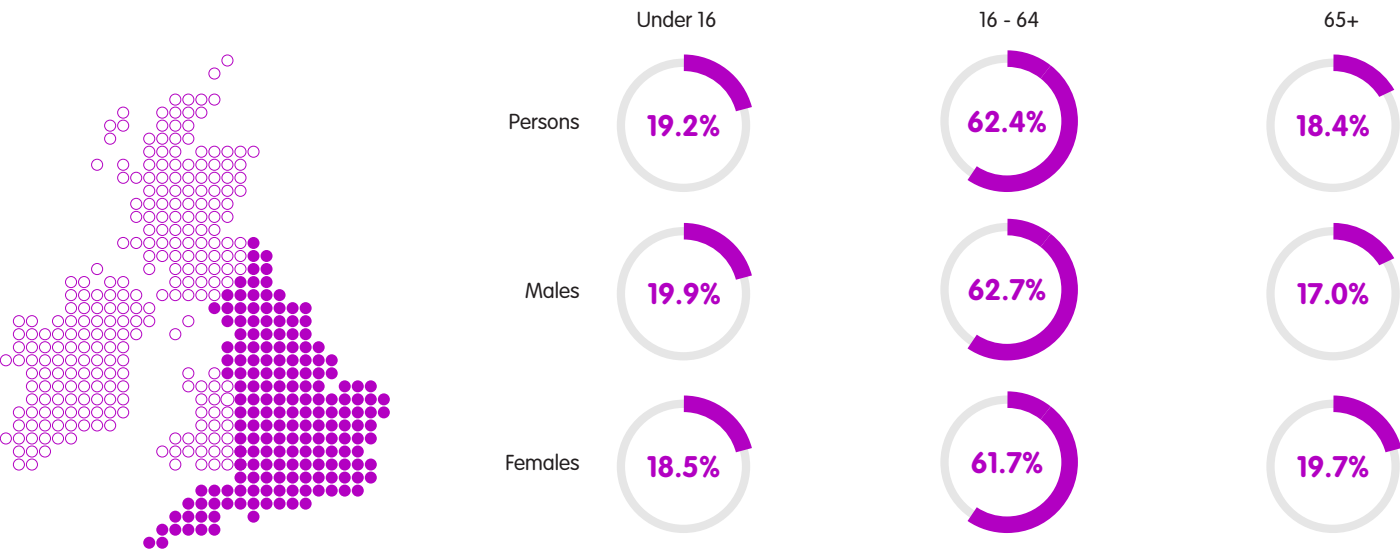
Tameside and Glossop Population by Age Group

Source: 2019 Mid-Year Population Estimates (ONS)



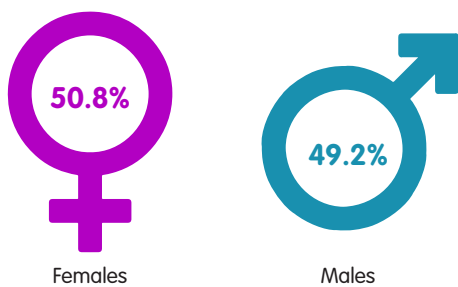
England Population by Age Group

Source: 2019 Mid-Year Population Estimates (ONS)



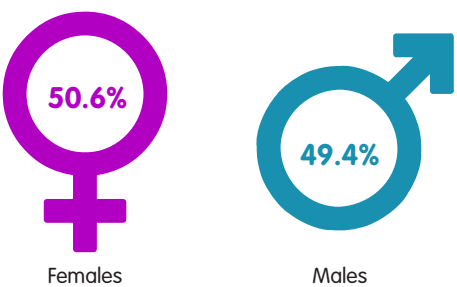
Tameside and Glossop Population by Sex

Source: 2019 Mid-Year Population Estimates (ONS)



England Population by Sex

Source: 2019 Mid-Year Population Estimates (ONS)

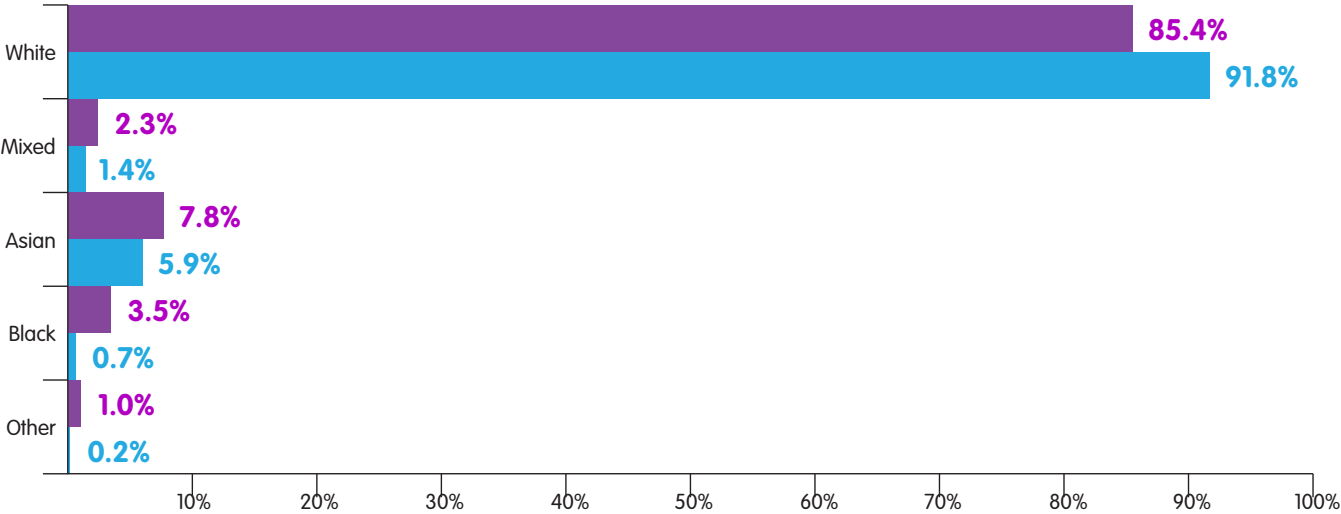


Ethnic Groups

Ethnic Population in Tameside and Glossop and England

Source: Census 2011

England Tameside and Glossop

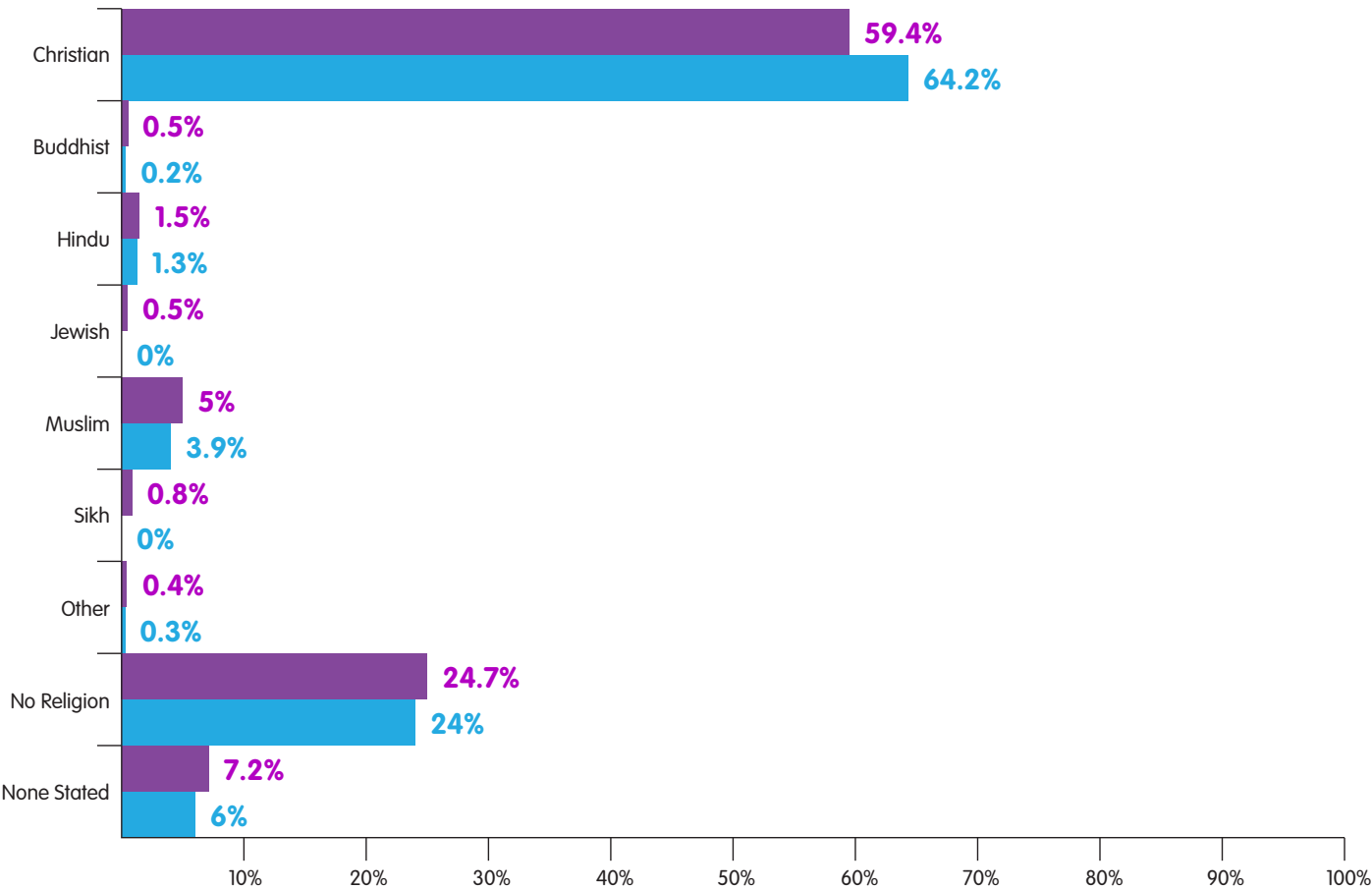


Religion

Religious Denominations in Tameside and Glossop and England

Source: Census 2011

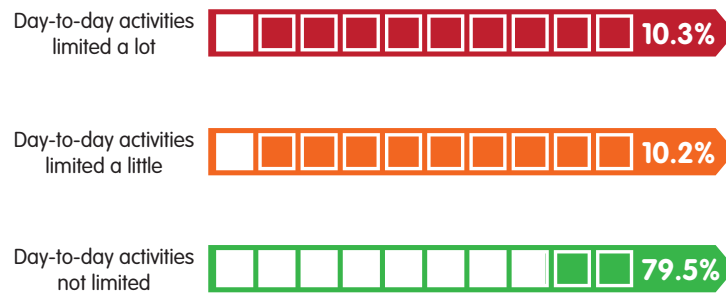
England Tameside and Glossop



Disability

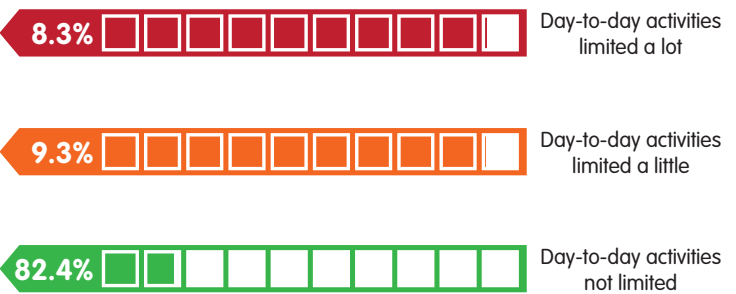
Tameside and Glossop

Source: Census 2011



England

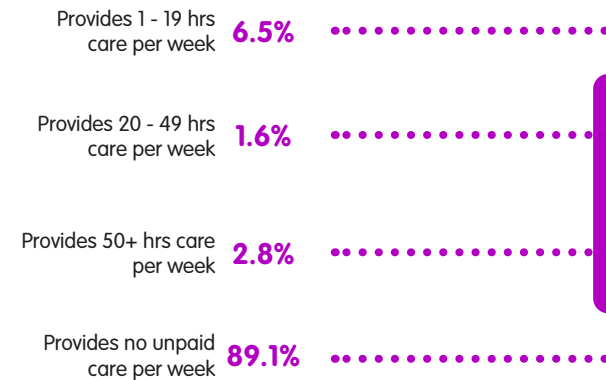
Source: Census 2011



Carers

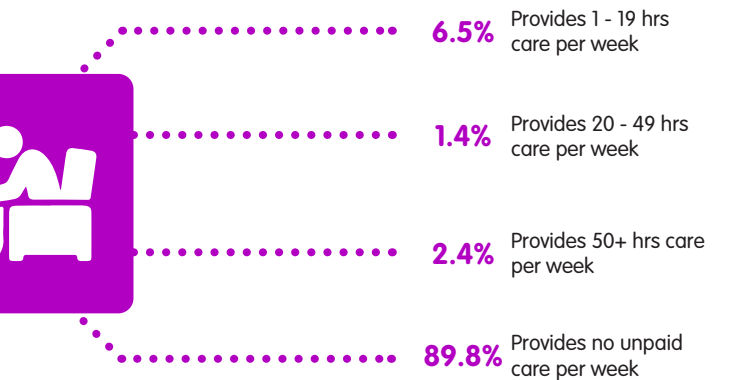
Provision of Unpaid Care in Tameside and Gossop

Source: Census 2011



Provision of Unpaid Care in England

Source: Census 2011



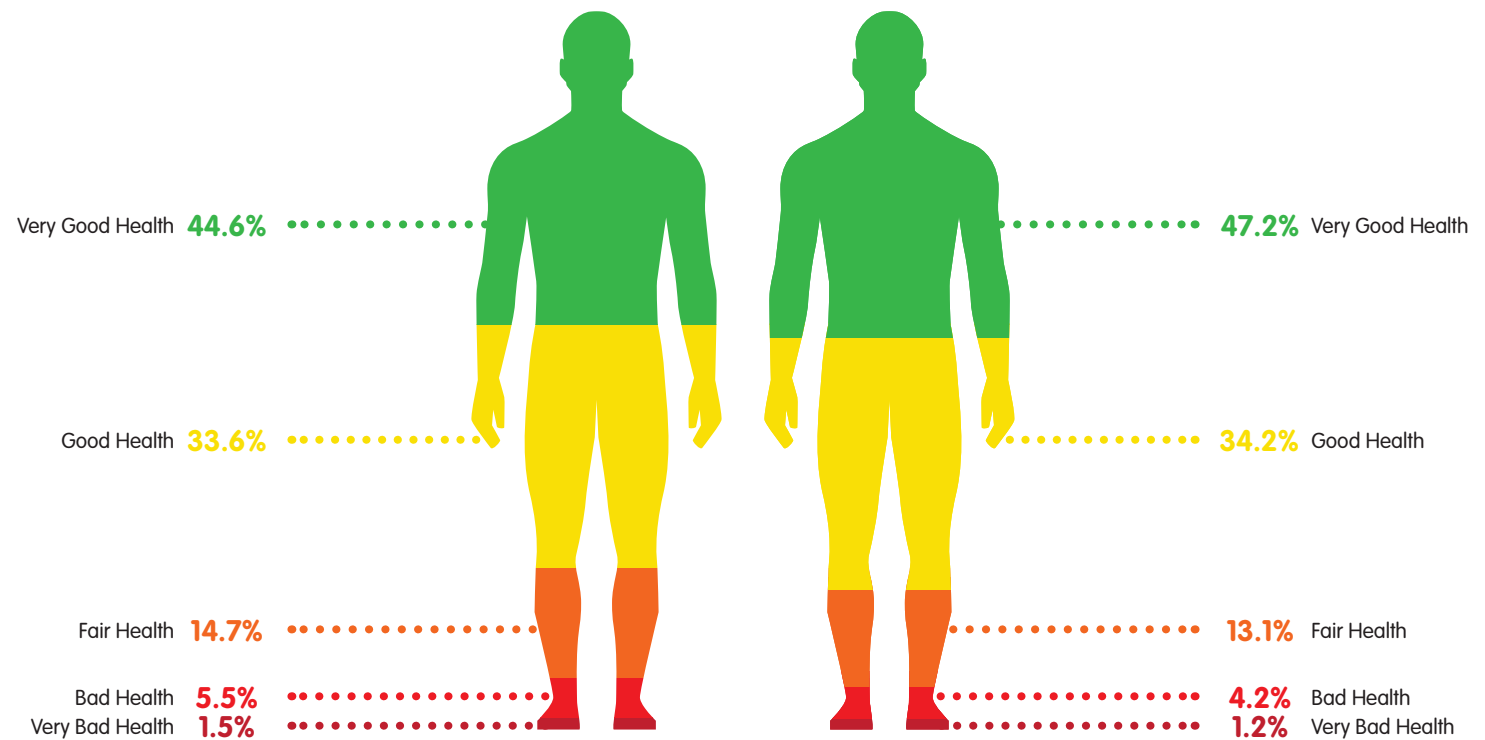
General Health

Tameside and Glossop

Source: Census 2011

England

Source: Census 2011



Tameside and Glossop Life Expectancy

(2017-2019)

England Life Expectancy

(2017-2019)



Tameside and Glossop Healthy Life Expectancy

(2017-2019)

England Healthy Life Expectancy

(2017-2019)

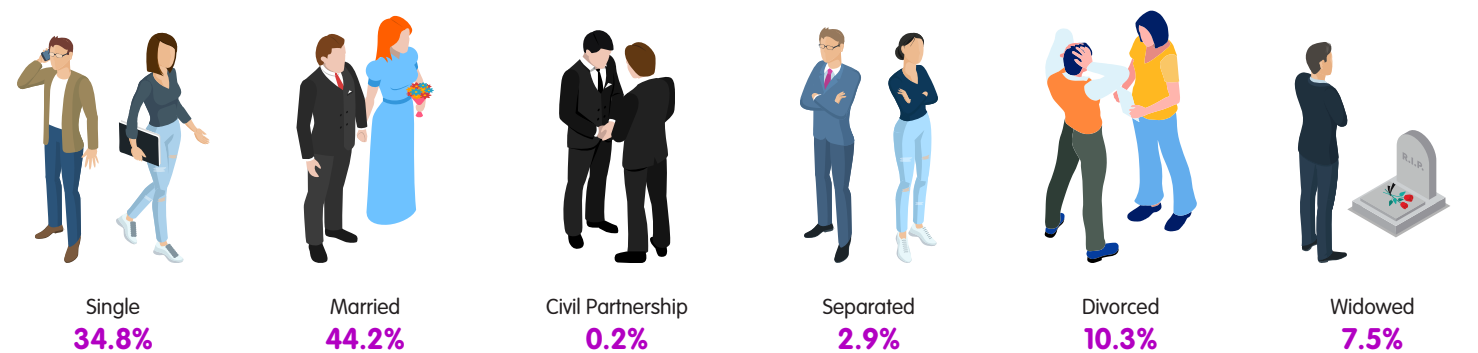




Marital Status

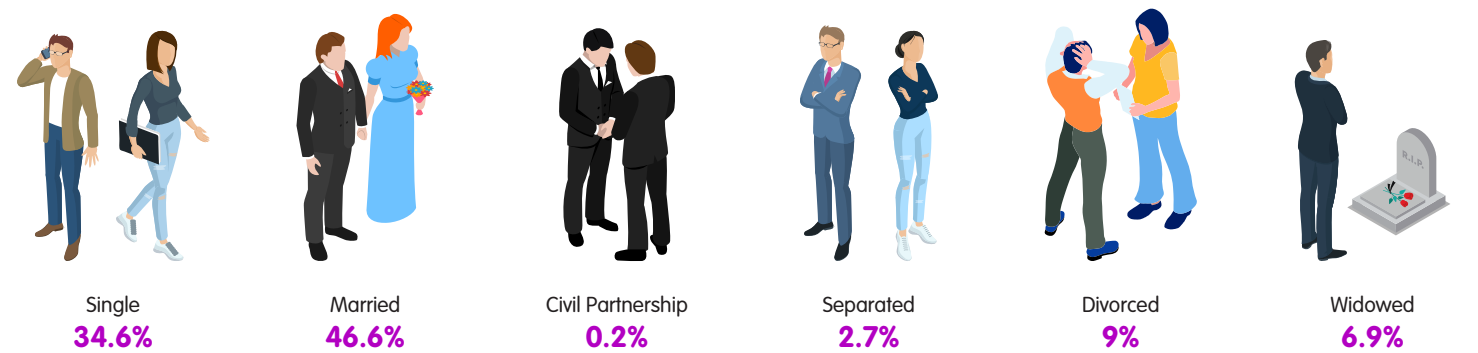
Marital Status of Tameside and Glossop Residents

Source: Census 2011



Marital Status of England Residents

Source: Census 2011



OUR CORPORATE PRIORITIES

Tameside Council and NHS Tameside & Glossop Clinical Commissioning Group are committed to ensuring all residents lead long, fulfilling and healthy lives. The One Equality Scheme has been designed to link closely with the **Corporate Plan 'Our People, Our Place, Our Plan'**, which brings together a number of joint priorities and ambitions. They are covered by three themes set within the life course.

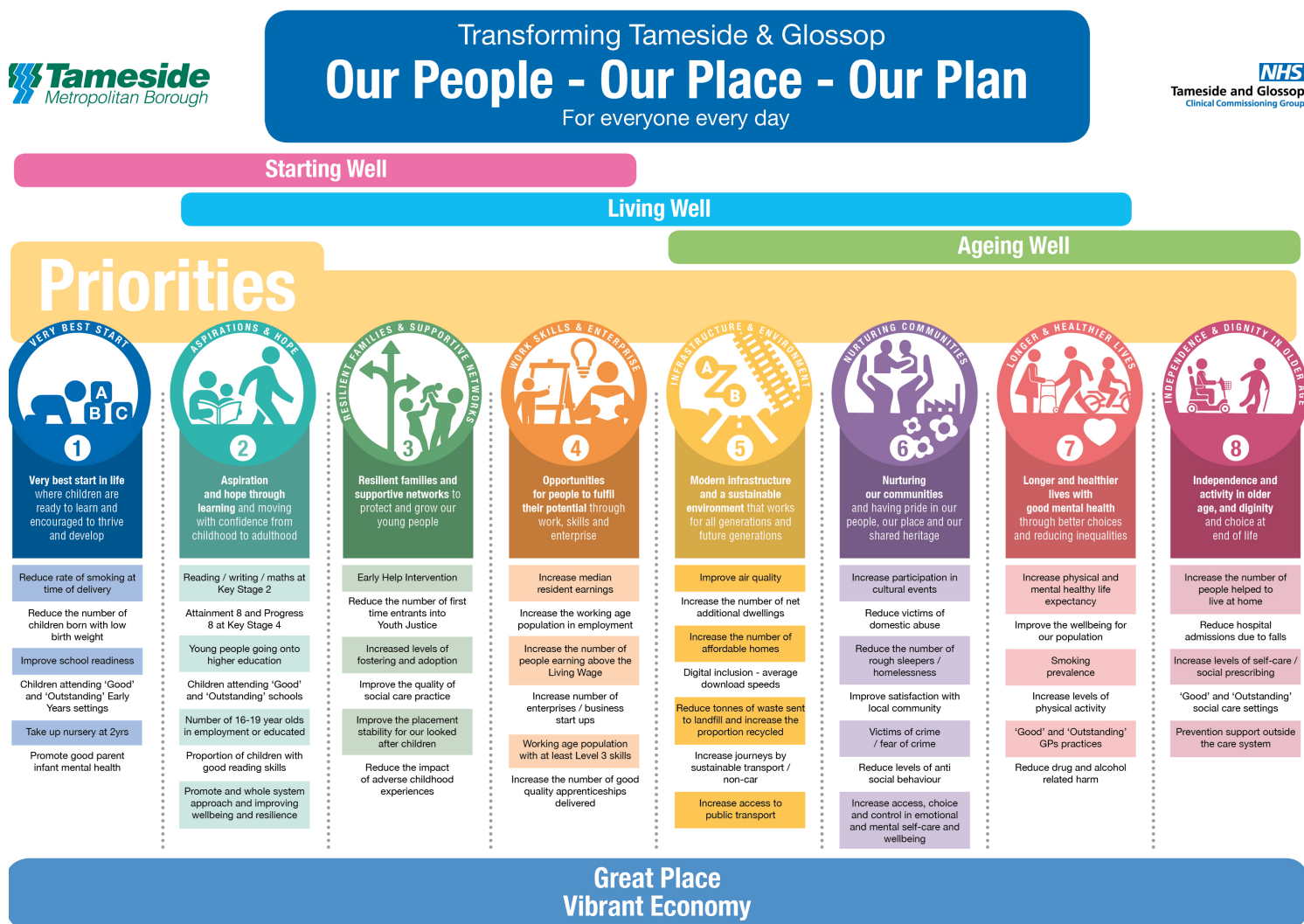
- Starting Well
- Living Well
- Ageing Well

The model is also underpinned by two visions:

- Great Place
- Inclusive Growth

Corporate Plan

Our approach and commitment to equality and diversity is intrinsic to all priorities and outcomes set within our Corporate Plan.



CHALLENGES OF COVID-19

Challenges of COVID-19

The Covid-19 pandemic has made the last 12 months extremely challenging not only for everyone in Tameside & Glossop, but nationally and globally. Every service provided by the Strategic Commission has been impacted in some way, driving the organisation to adapt its normal approaches. This has included services moving online, improving and expanding channels of communication, or establishing completely new services such as in the case of the humanitarian hub.

The Covid-19 humanitarian hub was set up to provide help and support to residents in need during the pandemic – whether that be in terms of food, medication or welfare support, or another ongoing need that arose as a result of Covid-19 (e.g. financial assistance).

The hub is very much a partnership approach – Tameside Council and Tameside & Glossop Clinical Commissioning Group working together with the VCSE sector through our partnership with Action Together and with other partner organisations such as social landlords.



date the humanitarian hub has provided support to over



2,200 people
Vulnerable People



500
Prescriptions delivered



3,000
Food Parcels



Answer approximately
11,000 calls



600
Arranged Shopping Buddies

Existing services have become even more vital through the pandemic, with more local people relying on support from the Strategic Commission in some form.

Over the last 12 months, the Welfare Rights service has assisted 2,162 residents with requests for food parcels and advice on benefits and debt, and Exchequer Services have supported the administration of Business Rates relief paid to 4,739 businesses and Business Grants to over 4,000 businesses. Our Children's Service has supported schools, sending 49 emails to head teachers with Covid-19 updates, holding 22 Scenario Planning Task and Finish Group meetings, delivering 964 laptops to disadvantaged children and issuing 3,996 vouchers for Free School Meals. From April 2020 to January 2021 Tameside & Glossop GP practices have delivered 879,718 appointments, including 449,429 (or 51.1%) face to face appointments and 15,706 home visits.



The strong relationship between the Strategic Commission and the local voluntary and



community enterprise sector allowed the impacts of Covid-19 to be tackled together and a broad range of expertise to be drawn on. This meant that the response to Covid-19 in Tameside & Glossop was far more effective than if organisations had worked in isolation. In some cases the approach enabled organisations to collaborate and offer more holistic support to residents who were experiencing multiple issues.

This partnership approach is also in place for tackling inequalities, with the recently established Tameside & Glossop Inequalities Reference Group (IRG). IRG was established in November 2020 in response to how the coronavirus pandemic, and the wider governmental and societal response to this, has brought equalities (and indeed inequalities) into sharp focus. As we move from crisis management to recovery we need to ensure we are utilising evidence and research, alongside the experience of our own communities, to do all we can to reduce inequalities in Tameside & Glossop. IRG enables public sector organisations in Tameside & Glossop to work together to ensure this happens.

Although the pandemic has affected everyone in society in some way, there are groups within society who have experienced a more significant impact as a result of the outbreak. This is particularly true for older people, people with disabilities, those with multiple comorbidities, those in certain occupational roles, people in the most deprived communities, and those within our ethnic minority communities.

Tackling inequalities and ensuring equitable access to services has therefore been at the heart of the Strategic Commission's response to Covid-19. In this annual update of the One Equality Scheme more details will be provided on how the Strategic Commission has responded to the challenges of Covid-19 and how we will look to build back better and fairer.



ACHIEVEING OUR OBJECTIVES

The following are examples of projects delivered by Tameside and Glossop Strategic Commission which highlight some of the good work across a wide range of service areas and equality groups.

The Strategic Commission will continue to develop more integrated, inclusive and place based services, with the case studies providing practical examples of achievements against our agreed equality objectives for 2018-22

To address quality of life issues across equality groups, including the most vulnerable and disadvantaged residents. Develop effective partnerships to raise awareness of the support services available to residents.

Case Studies

Vaccinating our most vulnerable

Our Covid-19 vaccination programme prioritises the most vulnerable in our society. To this end, we offered vaccinations to people who were supported into accommodation after previously being homeless. The Community Safety and Homeless team worked with the CCG and GPs to set up a vaccination centre at our community hub, the Town House. The service is doing a fantastic job with currently no rough sleepers in the borough and over 50 people supported into accommodation. All of these people were offered the vaccine in February, as well as the volunteers who work with them, with the team and volunteers driving people to the Town House.

Those who are at risk of rough sleeping or with no permanent address are some of society's most vulnerable and are a big risk in contracting and passing on Covid-19 and need our support.



Covid-19 Vaccine centres

Ensuring that all of our Covid-19 vaccination sites are fully accessible has been vital to the rapid roll out of the vaccine. To date, over 100,000 Tameside & Glossop residents have received their first Covid-19 vaccine.

All of the vaccination sites/premises in Tameside and Glossop are fully accessible to the public by public transport, and by car. All of the sites/premises have access either via a ramp or are on a flat level, and all have circulation space wide enough for wheelchair users plus an accompanying person. All of the vaccination sites/premises have marshals and a standard operating procedure in place to cater for a variety of needs should there be particular bespoke requirements.

This includes marshals and staff on each site who can support a patient with transfer to a wheelchair and a wheelchair is kept on each site for use when required.

Patients who may fall into the morbidly obese category can also be catered for more easily by receiving their vaccination at the Hyde site which is a drive through model due to the risk and suitability of facilities to cater for this particular cohort of people.

Other key points to note in relation to physical accessibility at our Covid-19 vaccination sites include:

- All of our five primary care networks / neighbourhoods across Tameside and Glossop are vaccination sites/premises which is important to ensure there are fewer barriers for our harder to reach communities - reducing inequalities between different communities
- Patients can receive their vaccination at any of the sites/premises, regardless of which Primary Care Network their registered GP is in. This can reduce traveling times and allow people to make use of the drive-through facility at Hyde if required.
- Voluntary and Community sector organisations have been mobilised to support transporting patients from their homes to the vaccination sites to address potential transport issues.
- For patients in care homes and whom are housebound, vaccinators will travel to their homes to vaccinate them, ensuring the most vulnerable patients will receive their vaccination.

GP Access during Covid-19

Ensuring that services have remained accessible throughout the pandemic has been a huge effort, often requiring normal approaches to be adapted. Throughout the pandemic, all GP practices in Tameside and Glossop have remained open to provide care for patients, in different ways. From April 2020 to January 2021



Tameside & Glossop GP practices have delivered 879,718 appointments, including 449,429 (or 51.1%) face to face appointments and 15,706 home visits. These numbers are even more impressive given that practices are also delivering the largest vaccine roll out programme in history. GP appointments are still being given face to face if clinically needed to ensure that all our patients have access to the health care they need.

Digital Wellbeing Tameside & Glossop Project

The Covid-19 pandemic has highlighted the stark impact of digital exclusion in Tameside & Glossop. The Tameside and Glossop Digital Wellbeing Project – led by PCrefurb and Tameside & Glossop CCG – aims to help people who do not have access to technology. The project provides refurbished devices to people along with training to support them with using their devices to access day-to-day activities that improve health and wellbeing. The project has trained a network of Digital Champions, who help people to develop their skills and confidence in using devices to access online services. To date the project has refurbished and redistributed over 80 donated devices and trained up nine Digital Champions.



Digital devices for disadvantaged children

Ensuring that children have access to digital devices and a reliable internet connection has been particularly vital during the Covid-19 pandemic. The Strategic Commission has coordinated making digital devices available for the most disadvantaged children in Tameside who don't have a computer at home. In partnership with schools and social workers, equipment has been delivered to eligible children and homes. So far the partnership have delivered nearly 1000 laptops and tablets for pupils who have a social worker and 144 laptops for disadvantaged Year 10 children, as well as 184 4G wireless routers.

Free Town Centre Wi-Fi

SWIFT Wi-Fi is a free on-the-go Wi-Fi network that is available to anyone with a device in each of Tameside's nine towns. Users only need to sign up once to get online in any of Tameside's towns.

CCG rated as outstanding

Tameside & Glossop Clinical Commissioning Group received a headline rating of 'Outstanding' in the CCG's annual assessment for 2019/20 for the second year running.

Key areas of strength and areas of good practice where the CCG's performance is in the best quartile in England are:

- Diabetes patients that have achieved all the NICE recommended treatment targets
- Provision of high quality care: primary medical services
- People with an urgent GP referral having first definitive treatment for cancer within 62 days of referral
- Improving Access to Psychological Therapies: recovery
- Estimated diagnosis rate for people with dementia
- Percentage of patients waiting 6 weeks or more for a diagnostic test
- Utilisation of the NHS e-referral service to enable choice at first routine elective referral



We were also rated 'Green' in our End of Year final finance and 'Green Star' – the highest rating – in our End of Year final Quality of Leadership rating. In addition, the CCG was awarded the Green Star rating for Patient & Community Engagement for the second year running, one of only 40 areas in the country to receive the highest possible score.

Digital hospital appointments available

Tameside & Glossop Integrated Care Foundation Trust launched their [Attend Anywhere](#) service, which is a video consultation platform where patients can receive outpatient consultations with their care-giver remotely via a video conferencing platform.

Online appointments aren't always going to be appropriate for all patients, but where it is, they are an ideal alternative to a face to face appointment. This also helps the care journey by reducing the amount of time needed to attend an appointment and saving on expenses such as parking or having to use public transport.

Tameside Council's Homelessness Team – Town Hub

Tameside Council's Homelessness Team have overseen a significant drop in rough sleeping in the borough. Between 2018 & 2019, Tameside recorded the highest percentage drop in rough sleeping in England from 42 down to just five – a reduction of 86%. A rough sleeper count on Thursday 9 July 2020 found no-one sleeping rough in Tameside. This is first time in almost 10 years that a rough sleeper count in the borough returned a zero result. A count in March 2021 also found no-one sleeping rough in the borough.

The team have achieved these outstanding reductions through an innovative approach. One example is the Town House in Ashton-under-Lyne – a centre that is not just an overnight hostel, but also a community hub providing wrap around care and support to people who are homeless and/or are vulnerable. The rough sleeping team based at the Town House will offer service users help with drug and alcohol addiction, mental and physical health problems, welfare rights, domestic abuse, vulnerability and even simple life skills such as cooking and personal hygiene.



Poverty Truth Commission

The Strategic Commission are supporting the Tameside Poverty Truth Commission coordinated by Greater Manchester Poverty Action. The Poverty Truth Commission aims to involve people with experience of poverty in making decisions about tackling poverty. People in Tameside with lived experience of poverty will work alongside civic and business leaders to influence decision-making and share their stories. Working groups will be established to focus on a number of identified poverty related issues, steered by people with lived experience. By connecting civic and business leaders with ordinary people who have experience of poverty, decisions can be better informed and more effective.

Independent Advisory Group

The Independent Advisory Group (IAG) meet on a weekly basis to discuss issues such as community cohesion in Tameside and act as independent advisors to the Community Safety Partnership. Membership of the IAG is voluntary and the group is chaired by the Strategic Commission's Community Cohesion Officer. The IAG aims to assist in improving services provided by the Community Safety Partnership to all communities, build public confidence in these services and ensure that these services respond sensitively to the needs to communities when incidents occur. The IAG does this by giving constructive, independent advice on strategy and policy to the Community Safety Partnership, assisting with communicating with communities, and providing support in managing critical incidents.

Our IAG has performed a crucial role during the pandemic – acting as a conduit for sharing important Covid-19 related messages with both community leaders and residents from minority ethnic backgrounds. Members of the IAG visited local Mosques and other places of worship to spread Covid-19 information and available support, and arranged meetings with local undertakers from all backgrounds to share details in relation to Covid-19 burials.

Macmillan Welfare Rights team

The Welfare Rights team partnered with Macmillan Cancer Support to secure almost £2m of funding in the last year to support local people and families living with cancer. A dedicated Macmillan Welfare Rights Officer helps people who are diagnosed with cancer to make claims for benefits and follows through any changes of circumstances such as a patient or carer having to give up work. The officer also supports families with funeral and bereavement benefits. The flexibility and hard work by the Macmillan officer and the wider welfare rights team means they have continued to successfully reach out to people with cancer during the pandemic, securing additional benefits and grants for them in their time of greatest need.

**MACMILLAN
CANCER SUPPORT**

Alcohol Awareness Week

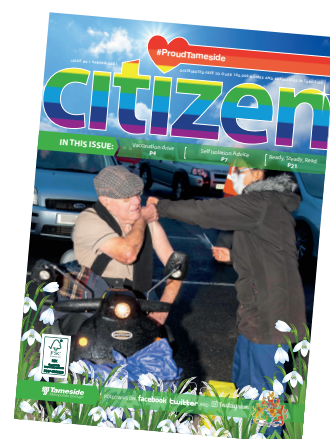
It is all too easy for our drinking to creep up, particularly during the pandemic. In support of [Alcohol Awareness Week](#), we encouraged people to speak up and think about the [link between alcohol and mental health](#). Staff shared their stories of drinking and of how they subsequently got the right support.

The Tameside Citizen

Our free residents' magazine [The Citizen](#) is distributed to more than 100,000 households and businesses in Tameside three times a year.

We ran a survey to ensure that the magazine is reaching people and the information within it is relevant.

The Citizen is important for ensuring residents, especially those without online access, feel involved and informed in the council's work and support services as well as what is happening around the borough.



Tameside Covid-19 Autism Support Pack

The Strategic Commission's Autism Team are aiming to reinforce the help and support available to those in Tameside with Autism, adapting the service to combat uncertainty posed by coronavirus and lockdown. This has included producing a Tameside Covid-19 [Autism Support Pack](#). The support pack includes information on the diagnosis and referral process, along with a range of resources that can help support people with autism and their carers.

Active Tameside's "Everybody Can"

Active Tameside's innovative "Everybody Can" scheme for people with complex needs starts supporting people from the age of three and has a person-centred approach that promotes independence. It gives a voice to young people and young adults in social care by providing opportunities for community interaction. It teaches life skills and improves health and wellbeing through sport and yoga. Some sessions feature pets and there are visits to allotments.

The Everybody Can scheme was adapted to take place during Covid-19 restrictions, providing a safe place for people with complex needs to exercise and interact with other people throughout lockdowns. Both participants and their families said being able to attend Everybody Can was absolutely vital for their wellbeing, potentially avoiding crisis scenarios that may have occurred at home. The Active Tameside team have even been able to provide basic personal care services, such as haircuts and shaving. The scheme was even covered by ITV News - a clip from the programme can be viewed [here](#).



Improving playgrounds

Playgrounds are one of the Strategic Commission's best assets. They are free to use, open every day, and provide the perfect opportunity for children to get out into the fresh air. That's why the Council has agreed to invest £600,000 in them over the next two years. Making sure our play areas are in top condition helps us to increase physical activity in the area, which is a key element of our corporate plan.



the overall health of the borough is to be improved, people need to be enabled to exercise. The work - which includes replacing some equipment and safety surfacing, painting railings, new bins and benches, and footpath repairs – also supports our efforts to create a more attractive borough that is a welcoming place to live and work.

Library events go online

As the successful [Tameside Loves Reading](#) campaign shows, literacy is of central importance to our organisation. Through mentors, libraries and numerous events we are passionate about encouraging a love of reading.

The annual readers and writers' festival and the ever-popular [Story Makers](#) sessions went online last year due to the pandemic. The festival - entitled [Digital Words](#) - offered a chance to meet some of the UK's most popular authors as well as a family poetry show and writing workshops. Story Makers, which returned for a fourth time with a new theme of "Be Kind".



The success of these virtual events led to the establishment of Tameside's first children's book festival – Ready, Steady, Read. Using Zoom, almost 3000 children and 240 adults from 22 schools were able to engage with authors, illustrators and storytellers to enhance their experience of children's literature. The festival also went some way to replacing school visits to libraries, which have been prevented by lockdowns. Going online only made library events more accessible, with many people able to participate from home.

Digital Museums and Galleries

The Museums and Galleries Service created online content for schools that linked with both Tameside's heritage and the national curriculum. The educational packages were freely available to all schools in Tameside and consisted of short films, curriculum linked resources, images of objects and items from Tameside's museums, galleries and local studies collections. Over 800 visits were made to the resources pages since it was launched to schools in June 2020. The Museums and Galleries Service also created online exhibitions relating to our natural history collection to ensure they were still accessible throughout lockdowns. Over 1500 visits were made to the webpages.

Tameside Music Service at Home

Tameside Music Service (TMS) created content for online sessions available every weekday to help entertain and educate during lockdowns. TMS at Home is designed to be suitable for all ages, so that everyone can join in.



The new sessions include:

- Tutor Takeover
- Student Spotlight
- Songs for Little Ones
- Song writing Sessions
- Pots + Pans = Percussion
- Tameside Youth Choir, which is held via Zoom on a weekly basis.

Team Around Approach video

The Team Around Approach involves several agencies coming together to ensure that problems and worries are dealt with at the earliest opportunity and that families have all the support they require. It's part of the organisation's Early Help strategy - ensuring that every child is given the care and attention they need to thrive and develop. The team produced a video to raise awareness of the initiative with families that may be in need of support. The video also showcases the importance of partnership working. It can be watched [here](#) or alongside details about the initiative on our [website](#).

Support for the LGBT+ community

Face to face, online and over the phone support have been available for Lesbian, Gay, Bi-Sexual and Transgender+ (LGBT+) people, schools and youth services in Tameside throughout the pandemic.

Weekly LGBT+ support groups run by Tameside Council for young and older people take place twice a week. Residents can choose to take part over the phone or face to face adhering to strict Government socially distanced guidelines. One to one sessions have also been available.



LGBT+ Adoption & Fostering Week

Two of our foster carers – Katie and Joanne – helped to highlight the annual LGBT+ Adoption and Fostering Week. You can listen to Katie and Joanne and other local authority foster carers share their incredible experiences [here](#). People who foster for their local authority give local children the chance to experience a stable and loving family life and to remain within their local area. This means that local authority foster carers are helping children to stay close to friends and family, and to remain in the same schools, at what can be a very unsettling time in their lives. We need foster carers from all backgrounds to look after children of all ages.

Tameside Digital Pride 2020

Tameside Pride moved online in 2020 for the annual celebration of diversity, tolerance and equality. Over 150 attendees joined in with the virtual evening that was streamed through the Tameside Pride [website](#) and via Facebook. The event raised money for local charities and Tameside Hospital.

National recognition / award shortlisting

During the past 12 months we have been shortlisted for awards in the following areas:

2021

11 March 2021

iNetwork Innovation Awards		
Effective Information Sharing & Security Award Winner	NAFN Data and Intelligence Services (Tameside MBC)	Winner
iStandUK Award	NAFN Data and Intelligence Services (Tameside MBC)	Shortlisted
Covid-19 Response Recognition	NAFN Data and Intelligence Services (Tameside MBC)	Shortlisted

2020

4 September 2020

HSJ Value Awards		
Specialist Service Redesign Initiative	Place Based Paediatrics	Winner
Acute Service Redesign Initiative	Integrated Urgent Care Team - Home First	Winner
Acute Service Redesign Initiative	The introduction of an interactive appointment reminder service to reduce Outpatients DNA's	Shortlisted
Acute Service Redesign Initiative	Improving System Flow - Tameside and Glossop System Approach to reducing Stranded and Super Stranded Patients	Shortlisted
Acute Service Redesign Initiative	Place Based Paediatrics	Shortlisted
Primary Care or Community Service Redesign Initiative	District Nursing Service Redesign – A service fit for the future	Shortlisted
System or Commissioner Led Service Redesign Initiative	Living Well at Home Redesign through collaborative care planning	Shortlisted
System or Commissioner Led Service Redesign Initiative	Tackling Social Demand in General Practice through a collaborative asset based approach	Shortlisted
Cancer Care Initiative of the Year	Creating a psychological therapy service for people living with cancer	Shortlisted
Cardiovascular Care Initiative of the Year	Stroke/Atrial Fibrillation Project	Shortlisted
Diabetes Care Initiative of the Year	A review of administration of insulin in the community setting – pilot scheme to for care home staff to deliver insulin injections, supported by District Nursing	Shortlisted
Respiratory Care Initiative of the Year	COPD Therapy Review Service	Shortlisted
Clinical Support Services Award	First Contact Practitioner	Shortlisted
Clinical Support Services Award	Establishment of a local gram negative blood stream infection group to improve knowledge of blood stream infection (GNBSi) and basic measures to reduce in risk in the community setting in care homes and the wider community	Shortlisted
Operations and Performance Initiative of the Year	New models of care using a data driven service transformational approach	Shortlisted
Finance Team of the Year	Generating Efficiencies through Engagement	Shortlisted
HSJ Value Award of the Year	CARE TOGETHER - an integrated approach to health and care in Tameside & Glossop to improve population health	Shortlisted

14 September 2020

Patient Experience Network National Awards

Integration and Continuity of Care	Partnership Engagement Network	Shortlisted
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1 October 2020

HPMA HR In Excellence Awards

The University of Bradford Award for Cross-Sector Working	GM Blended Roles Programme	Winner
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2 October 2020

Municipal Journal (MJ) Awards

Rising Star	Katie Sheriff, Payments Manager	Winner
Innovation in Property and Asset Management	Tameside Council's Markets Team	Winner

28 October 2020

Local Government Chronicle (LGC) Awards

Driving Efficiency Through Technology	Digital Health Centre	Winner
Public/Public Partnership	GM wide OD Directors collaboration	Winner
Children's Services	Children's Homes	Shortlisted
Digital Impact	TDIC, AOD, free WiFi, Hack, Coder DoJo, Duke of York etc.	Shortlisted
Business Transformation	GM Regulatory - GM local authorities with GMFRS	Shortlisted
Future Places	Vision Tameside incorporating Tameside One, Market Square, Transport Interchange, TDIC, Ashton Old Baths, free WiFi, Denton Wellness (plus others, e.g. Hyde Pool), Science Park etc.	Shortlisted
Public/Public Partnership	Veteran Friendly Approach to Primary Care	Shortlisted

28 October 2020

Local Government Chronicle (LGC) Awards

Driving Efficiency Through Technology	Digital Health Centre	Winner
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Public/Public Partnership	Veteran Friendly Approach to Primary Care	Shortlisted

10 November 2020

HSJ Patient Safety Awards

Urgent and Trauma Care Safety Initiative	Integrated Urgent Care Delivered at Home - Delivering Crisis Response with 2 hours and re-ablement within 2 days (Tameside and Glossop ICFT and Tameside MBC)	Winner
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26 November 2020

Smarter Working Live Awards

Asset Management Innovation	Tameside One	Winner
Special Recognition	Tameside One	Shortlisted

North West Regional Construction Awards

Sub-regional Project of the Year Award – Manchester	Tameside Wellness Centre	Shortlisted
Sub-regional Project of the Year Award – Manchester	Tameside One	Shortlisted
Sub-regional Project of the Year Award – Manchester	Ashton-under-Lyne Interchange	Shortlisted
Integration & Collaborative Project Award	Ashton-under-Lyne Interchange	Shortlisted

2 December 2020

LAPF Investment Awards

Scheme Administration Award	Greater Manchester Pension Fund	Winner
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To ensure all legal and statutory requirements are met, to include the progress made against equality objectives, publish workforce monitoring data by equality group and the undertaking of Equality Impact Assessments to support service delivery and commissioning decisions. Our equality objectives are published through the One Equality Scheme and subsequent reviews.

Case Studies

Inequalities Reference Group

Tameside & Glossop Inequalities Reference Group was established in November 2020, in response to how the coronavirus pandemic, and the wider governmental and societal response to this, has brought equalities (and indeed inequalities) into sharp focus. As we move from crisis management to recovery we need to ensure we are utilising evidence and research, alongside the experience of our own communities, to do all we can to reduce inequalities in Tameside & Glossop. IRG enables public sector organisations in Tameside & Glossop to work together to ensure this happens.

The group is chaired by Councillor Leanne Feeley, Executive Member for Lifelong Learning, Equalities, Culture and Heritage. Membership of the group is made up of representatives from a range of public sector and VCSE organisations across the area, including:

- Action Together
- Children in Care Council
- Diversity Matters North West
- Infinity Initiatives
- LGBT Foundation
- Maternity Voices Partnership
- People First Tameside
- Tameside & Glossop Clinical Commissioning Group
- Tameside & Glossop Integrated Care NHS Foundation Trust
- Tameside Council (including elected members)
- Tameside Independent Advisory Group
- Tameside Youth Council
- Tameside, Oldham and Glossop MIND
- The Anthony Seddon Fund
- The Bureau (Glossop)

The group meet on a quarterly basis to share progress on inequalities work, discuss emerging issues and discuss chosen areas of focus. Current areas of focus include:

- Community Cohesion
- Digital Inclusion
- Emotional wellbeing (isolation and loneliness)
- Reducing barriers to accessing information
- Voice of people with learning disabilities
- Voice of people with physical disabilities
- Young people

Our local approach aligns with the wider work in Greater Manchester regarding equalities. In October 2020 an independent Inequality Commission was launched to explore the causes of inequality across the region through academic research and stakeholder engagement. The Commission is designed to act as a critical friend for Greater Manchester, be challenging and radical. The Commission released its first report in March 2020, outlining a vision to enable good lives for all in Greater Manchester and a series of recommendations to be adopted.

Key recommendations include:

- Put wellbeing and equality goals at the heart of the Greater Manchester Strategy
- Create a People's Taskforce to put power into people's hands at every level of Greater Manchester and a People's Assembly to contribute to priority setting
- Establish an independent Anti-Discrimination body to tackle breaches of the Equality Act.
- Develop a GMCA Race Equality Strategy
- Set an ambitious target for every employer in Greater Manchester to pay the living wage and offer living hours by 2030
- Create a Community Wealth Hub
- Move towards universal basic services in which education, health, childcare, adult social care, housing, transport and digital connectivity are provided to all

A Tackling Inequalities Board, made up of senior leaders and equality representatives of public services in Greater Manchester, has also been established to provide leadership of activity to address inequality, support collaboration and challenge policy makers. The Tackling Inequalities Board is chaired by Councillor Brenda Warrington, Executive Leader of Tameside Council.

A series of Greater Manchester Equality Panels have also been established to represent a number of different protected characteristic groups. These panels champion community inclusion and social justice and advise the Mayor of Greater Manchester and the Greater Manchester Lead for Ageing and Equalities (Councillor Brenda Warrington) on the challenges faced by people linked to their identity. Their role is to proactively support and challenge the Combined Authority and its regional partners to develop effective solutions to tackle inequality and increase equity. There are currently six established panels with a further one proposed:

- Youth Combined Authority
- Disabled People's Panel
- Race Equality Panel
- LGBTQ+ Panel
- Women and Girls' Panel
- Faith Equality Panel
- Older People's Panel (proposed)

Workforce data

Public Sector Duty under the Equality Act 2010 requires organisations to have due regard to the need to eliminate unlawful discrimination, advance quality of opportunity and foster good relations between different groups. As such we are required to publish information relating to race, disability, sex and age, as well as grievances, dismissals and more.

The Council's workforce data is published [here](#). The CCG's workforce data can be found [here](#)

Gender pay gap

All public sector employers with over 250 employees are required to publish information about gender pay gaps annually by 31 March each year. A full analysis of the figures for the council's gender pay gap for the year 2020/21 can be found [here](#).

Tameside's mean gender pay gap is +1.52% meaning that on average females have lower pay than males. The positive mean percentage reflects that men on average earn more due to there being more men populating the senior jobs within the Local Authority. Whilst this demonstrates there is a gender pay gap of +1.52%, this does compare favourably with the national gender pay gap of +15.5%.

Overall there is a higher percentage of males in the highest paid jobs (26%), compared to 24% of females which results in a positive mean gender pay gap. However the median gender pay gap is -6.14% highlighting that females, on average earn more than males. This higher median percentage reflects that more females populate jobs that are in the middle pay range (pay grades F to H).

Tameside's low gender pay gap has been achieved through a variety of means, in particularly:

- Promotion of flexible working and family friendly procedures
- Application of a rigorous process for job evaluation and payment principles

We will continue to monitor our workforce, empower talent at all levels and support flexible working approaches to enable people to grow and develop within the organisation

Equality Impact Assessments

Equality Impact Assessments (EIAs) help the Strategic Commission to meet its legislative requirements to assess the impact that our decisions have on various customer groups. Under the Public Sector Duty of the Equality Act 2010, public bodies are required to demonstrate that full consideration and due regard has been given to people's needs, and that those individuals charged with making decisions are aware of any impact and their duties.

EIAs are completed when a policy or service change is planned. They ensure that the responsible officer, commissioner or team fully consider the consequences that might particularly disadvantage particular groups of people. EIAs are undertaken regardless of how minor or major the impact may be, in a large or small group of people.

EIA's ensure relevant questions are asked to minimise risk to people under the protected characteristics listed under the Equality Act – age, disability, sex, religion or belief, sexual orientation, gender reassignment, pregnancy or maternity and marriage and civil partnership. It requires decision-makers to identify possible ways of reducing or mitigating the impact of a service or policy change.



Examples of Equality Impact Assessments in Strategic Commission decision-making can be found in [Executive Cabinet](#) meeting papers for Council decisions and [Strategic Commissioning Board](#) papers for CCG decisions.

To develop and deliver services that are fair and equitable we need ensure staff are aware of their responsibilities and that service users are aware of their rights. To work across partnerships to raise awareness and understanding of equality and diversity.

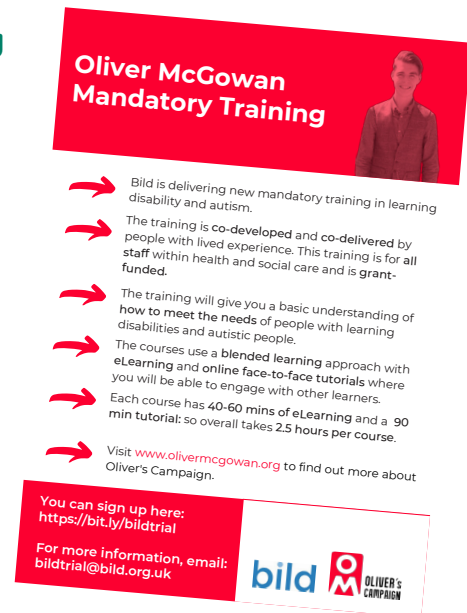
Case Studies

Oliver McGowan Learning Disability and Autism Training

Throughout January, February and March 2021, all Council and CCG staff were offered the opportunity to take part in the Oliver McGowan awareness training in both Learning Disabilities and Autism.

The training involves a series of e-learning modules and tests, followed by two tutorials. The tutorials are facilitated by Tameside Council and Pennine Care staff, with Greater Manchester residents who are autistic or have a learning disability leading the sessions.

The training raises awareness of how organisations should be serving autistic people and people with learning disabilities.




Oliver McGowan Mandatory Training

- Bild is delivering new mandatory training in learning disability and autism.
- The training is co-developed and co-delivered by people with lived experience. This training is for all staff within health and social care and is grant-funded.
- The training will give you a basic understanding of how to meet the needs of people with learning disabilities and autistic people.
- The courses use a blended learning approach with eLearning and online face-to-face tutorials where you will be able to engage with other learners.
- Each course has 40-60 mins of eLearning and a 90 min tutorial: so overall takes 2.5 hours per course.
- Visit www.olivermcgowan.org to find out more about Oliver's Campaign.

You can sign up here: <https://bit.ly/bildtrial>

For more information, email: bildtrial@bild.org.uk

bild  **OLIVER'S CAMPAIGN**

Workforce Race Equality Standard (WRES)

The aim of the WRES is to support NHS organisations to make sure employees from ethnic minority backgrounds have equal access to career opportunities and receive fair treatment in the workplace. NHS Tameside and Glossop Clinical Commissioning Group (T&GCCG) has two roles in relation to the WRES:

- As a commissioner the CCGs Improvement and Assessment framework requires CCGs to give assurance to NHS England that providers are implementing and using WRES, and action plans should be part of the contract monitoring process.
- As an employer each CCG must use and analyse the WRES data to improve workplace experience and representation at all levels for staff from all ethnic backgrounds as well as other characteristics under the Equality Act 2010. The CCG should also produce and publish a report using the WRES reporting template, and produce a WRES action plan.

In August 2020 a WRES report for NHS Tameside & Glossop Clinical Commissioning Group was submitted to NHS England. An associated action plan has also been produced and is updated on a quarterly basis. Both the WRES report and copy of the action plan for 2020 / 21 can be found [here](#).

Greater Manchester Workforce Race Equality Standard (WRES)

Tameside & Glossop Strategic Commission also submits workforce race equality data on a quarterly basis that feeds into a Greater Manchester wide WRES for all public sector organisations in the region. This provides a benchmark to measure how Greater Manchester is tackling workplace race inequality. The Strategic Commission reports on metrics such as:

- Percentage of staff from an ethnic minority background at each pay level of the organisation mapped against overall staff in the organisation. (Including Executive Board Members)

- Likelihood of British Asian Minority Ethnic staff shortlisted and appointed after shortlisting compared with white staff
- Annual measurement of the ethnicity pay gap
- Likelihood of staff from an ethnic minority background being investigated through formal disciplinary process compared to White staff
- Likelihood of staff from an ethnic minority background being dismissed after entering formal disciplinary process compared to White staff

Modern Day Slavery training

Vulnerable people can be at risk of modern day slavery, so it is important that our workforce are equipped with the skills to identify the issue and know how it can be tackled. Staff participated in a Modern Day Slavery training event, delivered by Programme Challenger, with Tameside Council staff inputting into its development. The training covered the basics of modern day slavery, before moving to focus on 'spotting the signs' and the link between slavery and other risk factors. Greater Manchester level data on trafficking – a form of modern day slavery – was shared and the power of data in tackling the issue was highlighted.

Race Equality Change Agents

The **Greater Manchester Race Equality Change Agents Programme** (RECAP) was launched by Greater Manchester Combined Authority (GMCA) along with the NHS in Greater Manchester. The programme aims to create cohorts of 'Change Agents' – volunteers from the public sector who want to make a change in their organisation to contribute toward racial equality.

RECAP is a 6-month programme, with volunteers attending monthly seminar sessions and weekly drop in sessions that support a race-equality based project in their own organisation. A number of Tameside & Glossop Strategic Commission staff members have been encouraged to complete the programme, and in the process have helped to implement projects within the organisation, such as establishing the REACH Staff Network and increasing the number of people who state their ethnicity on their profiles

The second cohort of the programme is currently underway, with Strategic Commission staff again in the process of designing projects to promote race-equality in the organisation.

REACH Network

A Tameside and Glossop REACH Network has recently been established. The Network is chaired by a member of staff nominated by the network themselves.

The network have developed a work plan for 2021, which includes providing a forum where staff members from an ethnic minority background can share experiences and discuss difficult situations in confidence, ensuring that induction and training processes meet staff needs and develop an equality and diversity training package for all staff. The work plan will



be implemented during the course of 2021.

Disability Confident accreditation

The Strategic Commission have been reaccredited with Disability Confident, which recognises how we are thinking differently about disability and taking action to improve how we recruit, retain and develop disabled people. Being Disability Confident is a unique opportunity to lead the way in our community and discover people who bring valuable skills and experience to our organisation.

As a Disability Confident Employer we:

- have undertaken and successfully completed the Disability Confident self-assessment
- are taking all of the core actions to be a Disability Confident employer
- are offering at least one activity to get the right people for our business and at least one activity to keep and develop our people.

Mindful Employer Charter accreditation

We have been reaccredited with Mindful Employer for Employers Positive about Mental Health'. This charter helps us as an organisation to be recognised as an employer that is working towards better mental health in the workplace. As an employer, we recognise that people experiencing mental ill health continue to report stigma and discrimination at work. Having signed the 'Charter for Employers Positive about Mental Health', we are committed to creating a supportive and open culture, where colleagues feel able to talk about mental health confidently, and aspire to appropriately support the mental wellbeing of all staff.



As an employer, we have made an on-going commitment to:

- Provide non-judgemental and proactive support to staff experiencing mental ill health.
- Not make assumptions about a person with a mental health condition and their ability to work.
- Be positive and enabling towards all employees and job applicants with a mental health condition.
- Support line managers in managing mental health in the workplace.
- Ensure we are fair in the recruitment of new staff in accordance with the Equality Act (2010).
- Make it clear that people who have experienced mental ill health will not be discriminated against, and that disclosure of a mental health problem will enable both the employee and employer to assess and provide the right level of support or adjustment.

New Mandatory Equalities, Diversity and Inclusion eLearning training

As part of the Councils and CCG's commitment to combating discrimination and overcoming discriminatory barriers, we launched two new mandatory eLearning courses to emphasise the importance and value of Equality, Diversity and Inclusion to raise awareness of the impact of Unconscious Bias and how we can strive to combat this.

The first module – Equality and Diversity – focusses on inclusion and the benefits it brings to the workplace. The course discusses protected characteristics and explains the problems surrounding prejudice and discrimination. The second module – Unconscious Bias – gives a clear insight into the development and impact of unconscious bias, and provides an understanding of the benefits of awareness.

Supporting Menopause at Work

Studies have shown that menopause symptoms can have a significant impact on attendance and performance in the workplace, which is why the Strategic Commission has developed a guide to Supporting the Menopause at Work. This guide will support those employees going through menopause, whilst offering practical guidance for line managers on how to hold open and honest discussions and improve workplace environments.

The guide has been complemented by menopause awareness sessions delivered to staff. The sessions received excellent feedback and future sessions will be held to further build up awareness.

All Equals Charter

In February 2020, Tameside & Glossop Strategic Commission received accreditation from the Manchester Pride charity as a 'Good Practice' organisation following our implementation of the All Equals Charter. This is a reflection of our commitment as an organisation to providing accessible and good quality services to all residents and members of our workforce - including people of all sexualities and gender identities. We were the first local authority and CCG to adopt the charter, which sets out a series of principles, values and commitments to inclusion that we must enshrine to support the inclusion and equality of the LGBT+ community, both as employees and residents of the communities we serve. Representatives from Manchester Pride praised our comprehensive and up to date policies on preventing hate and discrimination; our LGBT+ focus in campaigns and; consideration of the LGBT+ community in change processes. The grade was assigned by the charity, who helped us to devise an action plan on how we can improve the inclusion of people of all sexualities and gender identities. Tameside & Glossop Strategic Commission were invited to speak on a panel at the Manchester Pride Conference to share learning as a 'good practice' organisation in our commitment to inclusion for LGBT+ staff and residents.

Accreditation is an annual process and we are already working with Manchester Pride to undertake the self-assessment process again to identify our progress and set further goals for 2021. We are in a unique position to lead the way for promoting LGBT+ equality across the region and support Pride's goal of making Greater Manchester a welcoming place for everyone.

Greater Manchester Good Employment Charter

Tameside & Glossop Strategic Commission is a member of the Greater Manchester Good Employment Charter. This recognises our organisation's commitment to providing work that is secure, flexible and fairly paid, ensuring our employees are developed, well-managed and engaged, with their health and wellbeing a top priority. The charter is the first of its kind in the UK and aims to improve employment standards across Greater Manchester, and as a member we are among the local employers leading the #GoodEmployment movement.



Safe & Sound Decision Making Training

Tameside & Glossop Strategic Commission continue to build on its approach to evidence-based decision making, ensuring that requirements are met in terms of equality and diversity, quality and consultation, and engagement (including ongoing patient participation).

When undertaking a change in service provision and/or a commissioned contract, targeted work is required to ensure any decision to change that service/contract is done so supported by an evidence base that has regard to the law and the impact on quality, equalities, and the public, patients and service users. The ongoing work referred to above is the starting point but additional information gathering, analysis and impact assessment is also required. The approach has three elements and is designed to ensure there is an appropriate understanding of impact before any change is made. In order to do this it is appropriate to:

- Prepare an Equality Impact Assessment (EIA),
- Complete a Quality Impact Assessment (QIA),
- Undertake a sufficient level of engagement and consultation consummate with the decision being taken.

Building Leadership for Inclusion Programme

The Building Leadership for Inclusion Programme aims to develop a cohort of leadership across Greater Manchester responsible for addressing race equality in their organisation. Tracy Brennand, Assistant Director for People and Workforce Development, represents the Strategic Commission on the programme. Monthly sessions and Action Learning Sets are held to support leaders to process their learning and put into action the ideas they develop.

Tackling low mood and anxiety through winter

Managing wellbeing has been important throughout the pandemic, but even more so during winter lockdowns. To equip our workforce with the tools they need to manage their wellbeing, we ran 'Wellbeing: It Starts with you' sessions to embed good wellbeing practices into the working day. Alongside [Healthy Minds](#), we also delivered a number of emotional wellbeing workshops to manage wellbeing through the winter months.

These interactive and supportive sessions begin by looking at why the coronavirus pandemic can have such a prominent effect on people's mental health. Trained Health Practitioners shared how the darker days and longer nights can impact mental health and shared tips on how to manage through the winter months. Cognitive Behavioural Therapy (CBT) based techniques were also shared, which can help attendees to manage any anxiety and low mood through winter.



Supporting our workforce through Covid-19

Our workforce is our most important asset as an organisation, so supporting them through Covid-19 has been a major focus of the last 12 months. The significant changes to the way we work has been challenging for everyone in the organisation, so we've made sure that there is a suite of support available for staff. Enabling staff to continue to be flexible with their working hours has also been key, particularly for those working at home with parental responsibilities. Communication has also been key – whole workforce briefing sessions were held to ensure staff had the information they needed and the opportunity to ask questions.

To understand the needs and views of staff working through the pandemic, we conducted a workforce-wide survey. At the time, 51% of those staff working from home said that it had been better for them, most staff thought they were able to work more flexibly, and nearly 80% felt that they had been well supported by their manager through the pandemic. Demographic information was also collected through the survey, enabling the views of staff from different protected characteristic groups to be compared and issues affecting specific groups to be identified. Key insights by demographic include:

- Male (94%) and female (96%) respondents both felt that they had worked more flexibly or with the same flexibility during the pandemic. Both male (85%) and female (87%) respondents also reported feeling supported or extremely supported by their managers.

- Respondents from an ethnic minority background (59%) were more likely than white respondents (51%) to say that working from home had been better for them than being in an office.
- Respondents under-20 were less likely to feel positively about working from home during the pandemic, with 40% disagreeing that working from home was better for them (compared to only 8% of respondents aged 60-65). Furthermore, 75% of respondents under-20 would not choose to work from home permanently, compared to only 18% of respondents aged 60-65.
- Respondents with disabilities were more likely than non-disabled respondents to feel there were barriers to accessing support from Mental Health First Aiders (18% compared to 7%). More disabled respondents felt that their physical (33%) and mental wellbeing (39%) was worse than prior to the pandemic (compared to 26% and 34% respectively for non-disabled respondents).
- Over half of respondents with caring responsibilities (51%) stated that working from home had been better for them.

Workplace Wellbeing

The importance of talking about mental health, particularly as we all face current challenges cannot be overstated. The Organisational and Workforce Development Team have created a dedicated page for the Council and CCG with guidance on the different ways we can increase our connections. For people who are feeling vulnerable or distressed, having a strong sense of connection is an important part of suicide prevention. A guide was also produced to aid our workforce in supporting others and spotting the signs.

Greater Manchester Wellbeing Toolkit

The Greater Manchester Wellbeing Toolkit was launched to help support staff to be at their best. The interactive online toolkit provides support on keeping well physically, practically and psychologically, as well as top tips on how others can be supported and the help that is available.



Engage and consult with communities using a variety of methods to shape our services to meet customer need in the most efficient and service user friendly way. Develop engagement and consultation activity where appropriate and when required for specific equality groups and disadvantaged / vulnerable people across Tameside and Glossop.

Case Studies

Engagement and Consultation in 2020/21

- Delivered the joint Budget Conversation exercise for Tameside and Glossop Strategic Commission.
- Tameside & Glossop CCG achieved a Green Star rating for the Patient & Community Engagement indicator in the CCG Annual Assessment for the second year running, one of only 40 organisations to receive the highest possible score.
- Facilitated over 60 thematic engagement projects
- Received over 4000 engagement contacts during 2020/21 (excluding attendance at virtual events).
- Delivered five bespoke virtual engagement sessions regarding the impact of Covid-19 during the Summer of 2020. One session was specifically for children and young people.
- Delivered two virtual PEN Conferences, with over 150 attendees.
- Supported 34 engagement projects at Greater Manchester level.
- Promoted 27 national consultations where the topic was of relevance or could have an impact on Tameside and Glossop.

When the decisions we make have the potential to affect people living in Tameside and Glossop, we may hold a public consultation. This can be a statutory requirement or a matter of best practice, according to proposed changes taking place. A consultation allows people to have their say on a matter that they are affected by or interested in, and we must have due regard to how the public feel about the services which affect them.



**Tameside & Glossop
Partnership Engagement
Network (PEN)**

Examples of local consultations undertaken by the Strategic Commission in 2020/21 include:

- Impact of Covid-19 and Building Back Better
- Walking and Cycling to Allow Safer Social Distancing
- Low Carbon and Environment Strategy
- Special Educational Needs and Disability Service Questionnaire
- Reopening the High Street Safely
- Budget Conversation 2021/22
- Active Tameside consultation
- Community Safety Strategy
- Inclusive Growth Strategy
- Droylsden Library

Impact of Covid-19 and Building Back Better

The Strategic Commission conducted a survey to gather resident's experiences of the pandemic and their views on how we can Build Back Better as an area. The survey ran from 31 July to 1 September 2020 and received 455 responses in total.

The survey was complemented by five virtual engagement sessions, with over 55 participants attending across all sessions. Participants included members of the public, stakeholders, partners, and voluntary, community and faith sectors, alongside representatives from Tameside Council, NHS Tameside and Glossop Clinical Commissioning Group and Tameside and Glossop Integrated Care NHS Foundation Trust.

Each session was facilitated by a local leader and focussed on a specific Covid-19 related topic. Participants were invited to have their say on the topic of the session, drawing on their personal experiences of the pandemic in their capacity as a local resident, patients, service user or other stakeholder. The specific topics were

- How do we get services back open safely?
- What have been the impacts on the most vulnerable members of our community and what is the learning for the future in terms of inequalities?
- Living with Covid-19 and preventing future outbreaks
- How do we do things differently in the future based on our experiences of Covid-19?
- Bespoke Young Person's engagement session
- Key themes from the survey and the virtual engagement sessions included:
- Clear, effective and locally targeted communication is important
- Mental health and social isolation was a key concern

- Concerns around digital exclusion – participants spoke about the positives of digital services but warned about the risks of excluding people with no access.
- Ability for people to access services, particularly GP practices and other health services
- Vaccinations – both for flu and Covid-19 – were a key focus for many participants
- A report with more information about this engagement work during Covid-19 can be found [here](#).

Tameside Covid-19 Community champions

Keeping residents fully informed throughout the pandemic has been vital to limiting the spread of Covid-19 in the area. The Covid-19 Community Champions Network was established to provide residents and workforces with the coronavirus information they need to lead the way in their community. Community champions play a key role in acting as message carriers and leading by good example. To enable this, the Council ensures that timely and accurate information is shared with community champions to support them to respond to and reassure residents within their community. The network runs two sessions each week (one during the working day and the other in the evening) over Zoom to share information and good practice.



These sessions are:

- **Community champions information sessions:** An update on the data and Tameside's current position, as well as the opportunity for questions & answers.
- **Community champions catch-up sessions:** An informal conversation about what is/isn't working, queries from participants and sharing of good practice and ideas.

To date, 242 people have signed up to be a community champion, with numerous organisations represented. The network has continued to grow since it was launched

You can sign up to become a Community Champion [here](#).



The Budget Conversation 2021/22

Together the Council and CCG are responsible for a huge range of services, spending £974 million a year on supporting local people and businesses. For 2021/22 we had to agree a budget that would deliver on our priorities and produce savings. It was estimated that the organisation needed to save over £60million in 2021, largely due to the costs of Covid-19.

We wanted to find out the public's views on how the organisation should spend the money available. The Budget Conversation was held from 2 November 2020 to 6 January 2021, consisting of an online survey and virtual public engagement sessions. In addition, over 20 dedicated virtual engagement sessions were held with a variety

of community groups including Ashton Sixth Form College, Tameside College, People First Tameside, Tameside Carers Group and Tameside Youth Council.



The feedback gathered was used to advise the setting of the Council and CCG's budget for 2021/22.

Common themes and priorities for spending from responses included:

- Adult social care
- Children's social care
- Education
- GP / Health Services
- Infrastructure / street maintenance

Participants were also asked for suggestions of how to deliver services more efficiently, save money or raise revenue.

Top responses include:

- Improve estate efficiency
- Involve community
- Reduce staff costs
- Reduced cost of Councillors
- Better integration of services

A full breakdown of the Budget Conversation analysis can be found [here](#).

Walking & Cycling Consultations

There has been a range of walking and cycling consultations over the last 12 months, with the UK Government providing multiple rounds of funding for active travel schemes throughout the pandemic.

New walking & cycling measures to allow safe social distancing

- 21 May 2020 – 2 June 2020
- A survey asked people for their views on creating safer pavements and areas of walking and cycling. This often meant extended pavements for better social distancing – including the installation of cycle lanes on the pavement of Lord Sheldon Way.
- 462 responses were received, with generally supportive feedback. However, many comments related to how the scheme on Lord Sheldon Way could be improved.

More information about the consultation and responses can be found in the You Said, We Did document [here](#).



Creating quieter and safer residential streets to support walking and cycling

- 6 October 2020 – 16 November 2020
- A survey asked people about our proposals for “quiet street/active neighbourhoods” schemes on two streets. These schemes restrict access to vehicles to reduce rat-running, so children can play in streets or use them for safer walking and cycling.
- 31 responses were received, with feedback being overwhelmingly positive. There were a number of requests for the schemes to be further rolled out across Tameside.

Creating “Pop-Up” Cycle Lanes to Support Safe Walking and Cycling - A635

- 20 November 2020 – 21 January 2021
- A survey asked people for their views on the temporary “pop-up” cycle lane installed on the A635 Manchester Road.
- 197 responses were received in total. Key concerns from respondents focussed on loss of access to on street parking. Following this feedback, the decision was made to remove the temporary scheme.

Reopening the High Street Safely

The Council were allocated a sum of money from the UK Government to assist with the re-opening of the high street in summer 2020. A survey was conducted to gather people's views about returning to local high streets and any suggestions that they may have for making town centres safer.

278 responses were received in total. Key concerns raised by respondents included non-adherence to guidance and a perceived lack of enforcement of social distancing regulations. Respondents also thought that more signs and messaging were needed in town centres. These responses were used to inform the business and communication plans. For example, social media messaging was used more often as respondents indicated that this was their preferred way to receive information about Covid-19. More information about the consultation can be viewed [here](#).



Inclusive Growth Strategy

The Council consulted on a borough-wide [Inclusive Growth Strategy](#) for 12 weeks between November 2020 and January 2021. Following engagement with residents and partner organisations, the strategy was launched in March 2021. It lays out 13 key aims for how growth is delivered, which will ensure that Tameside can build back better from Covid-19, recovering in a way that brings a fairer economy for all. The strategy details the borough's existing strengths and how these can be built on, allowing Tameside to take advantage of the opportunities offered by its location and historic specialisms to improve the lives of residents, help grow local businesses and address economic challenges.

INCLUSIVE GROWTH STRATEGY 2021-26



Partnership Engagement Network (PEN)

The Partnership Engagement Network (PEN) exists to provide the public and partners with a structured method of engaging with and influencing the work of public services in Tameside and Glossop. The Network was created by the Council, CCG and Tameside Hospital (ICFT) with support from individuals from a variety of backgrounds including the voluntary sector and patient participation groups.

The traditional PEN approach to engagement has been adapted to adhere to national restrictions, with in-person events shifted to online. This appeared to have no impact on the number of participants, and in some cases enabled people to attend who would not normally be able to.

PEN conferences took place virtually in November 2020 and March 2021, with over 150 member of the public, patients and partners attending in total. Presentations at the conferences have covered Census 2021, Covid-19 Engagement, Equalities in Greater Manchester and various 'You said, we did' topics. Over 20 workshops were held across the three conferences, with topics ranging from Spiritual Care Strategy to Clean Air Plan. Feedback reports from all PEN events can be found [here](#).

Monthly update emails are sent to PEN members to keep them up to date with engagement opportunities at local, regional and national levels.



If you would like to sign-up to become a member of the PEN Family, and be kept informed about consultation and engagement opportunities across Tameside and Glossop, you can do so by clicking [here](#).

Cooperative Tameside

Tameside Council is a member of the Co-operative Councils Innovation Network, demonstrating our continual ambition to transform our public services from a top-down system to an approach involving collective action, co-operation, empowerment and enterprise. Where possible we embrace this model of collaborative working to draw on the strengths of our local communities.



This is the case with our innovative Living Well at Home project. The integrated approach has prevented around 1,000 avoidable visits to A&E and saved 2,000 GP appointments over the last year thanks to the use of video calls and other digital technology. The service is used within 44 care homes across the area, and other patients use it to communicate with medical staff from their own homes. For example, if a patient has not taken their medication at home, then a nurse will be alerted by the system and make contact to check if the patient is well.

LISTENing in Tameside

We know our children and young people are passionate about what is important to them and as a Co-operative Council we have developed a co-production framework. LISTEN is our commitment when commissioning local services and designing individual support with children and young people, complementary to the Tameside Voice of the Child Strategy.

Our children and young people have asked us to:

- Always use our imagination
- Include everybody
- Prioritise the environment
- Be open minded
- Make things look modern
- Help them to understand things better



Children and young people will be engaged and involved in changes to services and policy from the very start. We will let children and young people know about opportunities for them to be involved, for example - local events, groups, workshops, feedback, surveys and volunteering. A Co-production Advisory Group brings professionals and young people together.

Coproducing with Children and Young People

Enabling people to influence services that affect them is key to ensuring that those services are effective and appropriate as possible. Children and young people were involved in the coproduction of the emotional health and wellbeing community offer. A project called Wellbeing Champions was established to engage with children and young people through a series of workshops. These workshops aimed to produce a new offer for emotional and mental wellbeing, with a focus on prevention and early intervention.

Nine workshops took place between September 2020 and January 2021, with over 50 participants in attendance at each.

Workshops focussed on exploring the challenges and opportunities of support for young people, developing a set of shared principles and developing a model for delivery. Participants ranged from children and young people with or without lived experience of mental health conditions, parents and carers, and a range of stakeholders and providers. The coproduction process aligned with the LISTENing Framework, ensuring that children and young people had the opportunity to influence the services that affect them.

Gathering information and intelligence enables us to have a greater understanding of local need. To use a variety of communication methods to increase the accessibility and understanding of council and CCG services.

Case Studies

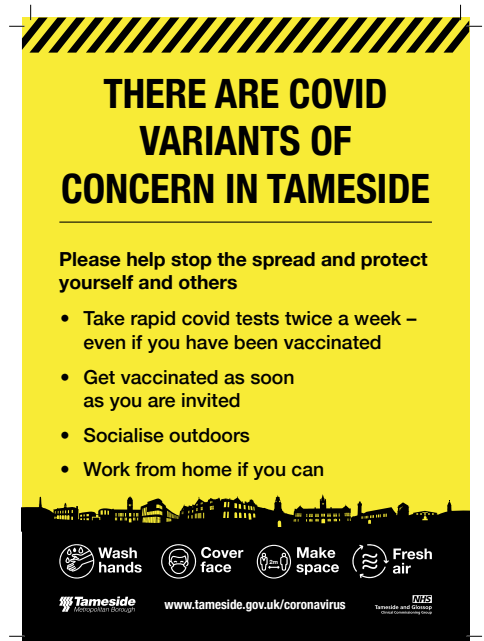
Gathering information and intelligence enables us to have a greater understanding of local need. An important component of understanding the use and demand on our services is the demographic intelligence which takes place at a ward level across the borough. One key part of this is the periodic production of wellbeing profiles, which are a useful for services to understand where they may need to allocate resources.

Tableau shows how different areas in Tameside and Glossop performed in the English Indices of Deprivation and an interactive scorecard to measure our performance against the Corporate Plan. The transition to a Tableau platform has provided an opportunity to increase the accessibility of intelligence by moving to a 'self-serve' process for services to access demographic and performance information.

Covid-19 Intelligence

Information and intelligence has been central to the Strategic Commission's response to the Covid-19 pandemic. Using data has enabled the organisation to understand the situation and target action accordingly.

Various dashboards have been created that enable data to be regularly updated and reported on in a visual way. Dashboards are updated on a daily basis and include information on case rates, hospital admissions, deaths from Covid-19 and vaccinations administered. They can also provide a breakdown by geography and demography, allowing trends in certain areas or communities to be identified at the earliest opportunity. For example, daily Covid-19 case rate is broken down by ethnicity, ensuring any increases within specific communities can be spotted and action taken. Dashboards also enable comparison to data from other local authorities and national level statistics. This is useful to observe how Tameside & Glossop compares to the national picture.



Targeted Covid-19 Outreach

To ensure that messages and information about Covid-19 were heard by all of our residents, communications were targeted at specific audiences who may not have engaged with other channels of communication. Targeted engagement to date includes:

- Door to door distribution of leaflets that have been translated into the different languages spoken in Tameside.
- Created multiple language versions of all physical media (e.g. posters/flyers/railing banners)
- We used community specific channels such as the online TV channel Probash Bangla to share information on key topics such as test and trace and access to business support. Probash Bangla has three Tameside Presenters and covers five different languages.

- Local mosque radio stations have been used to spread information within the local Islamic communities.
- Weekly virtual meetings were held with local mosques during the first lockdown. This allowed the organisation to share details relating to local mobile testing sites, funding opportunities and any changes to the Covid-19 restrictions. This information could then be disseminated into each mosque's community.
- Visits were made to local mosques to promote the uptake of Covid-19 vaccinations in ethnic minority groups in Tameside. Local GPs visited the Jamia Mosque and Islamic Centre in Hyde to deliver talks about the Covid-19 vaccine, whilst medical professionals produced Covid-19 information in Bangla. Videos of the talks can be viewed [here](#) and [here](#).
- Visits were also made to the Indian Temple and Holy Trinity Church and Community Centre (both in Ashton) to share key Covid-19 information.
- Used social media to target messaging at key demographics including young people and younger residents from an ethnic minority backgrounds.
- Diversity Champions Group: Following the communications focus group with people from ethnic minority backgrounds, a weekly group session was established. Representatives from places of worship, community groups and relevant third sector organisations are in regular attendance. Information is shared regularly regarding the vaccine with council Public Health and communications staff attending weekly to give updates and answer questions, including a focus on the vaccine programme and how uptake can be maximised.
- Vaccination GP translated videos: Videos made by various local GPs from different practices with key vaccine safety messaging, including translated videos in Gujarati, Bengali, Hindi and Urdu. Circulated to Diversity Champions group and shared widely within the community via WhatsApp groups etc.
- Partnership railing banners and correx boards to increase vaccine confidence, including featured logos of partnership organisations e.g. Diversity Matters North West, Caribbean and African Health Network, West African Development. These will be displayed in areas which have shown to have a concentration of lower vaccine uptake rates.
- All Covid-19 and vaccine communications have also been shared with the Tameside and Glossop Communications Network (includes Housing Associations, Tameside College, T&GICFT and more) who support people living in the most deprived areas
- Covid-19 symptoms, testing and vaccine included in The Citizen magazine delivered to every household in the borough
- Community Champions newsletters have been produced to spread information about Covid-19 and the range of support available to residents through the pandemic. 5000 hard copies were distributed via partners including Age UK, Libraries, Places of Worship, Community Centres, Active Tameside, Jigsaw, Neighbourhoods and District Nursing to then disseminate to older residents who may not have access to the internet. An example of these newsletters can be viewed [here](#)



Evidence and Intelligence Based Services

When we are planning and commissioning services we require a strong evidence base. We use various dashboards and scorecards to display relevant data and to ensure any challenges or inequalities are addressed, and to create profiles for each ward within Tameside & Glossop.

Using these profiles allows us to better commission services by focussing on needs identified within a specific area, examples of which include:

- Domestic Abuse
- Early Help
- JSNA
- SEND
- Dementia
- Veterans
- Alcohol
- Pharmacy needs
- Autism needs

These examples can be viewed on the [Life in Tameside and Glossop website](#).

Census 2021

Census 2021 is the first time people have been asked to complete the census digitally by default. Tameside & Glossop Strategic Commission have helped to provide support and assistance to residents that have found completing the census difficult. This support ranged from telephone bookings to in-person appointments and was complemented by an extensive media campaign. This campaign was a clear success, with the Office for National Statistics (ONS) ranking Tameside Council as the best Local Authority in England & Wales for media impact in engaging residents with the census.

The Census is important in providing a complete picture of the residents of Tameside & Glossop. Information from the census is used to plan the delivery of services and ensure that the different needs of various communities can be met. With a rapidly changing population demographic, this information is particularly important in Tameside & Glossop. Findings from Census 2021 should begin to be published in late 2021.



It's less than three weeks to census day (21 March) and if we want the best services it's vital we all take part.

Do you know anyone who needs help to fill in their form online? If so, get them to call Tameside Census Support on **0161 342 2031** for free, friendly advice.

#census2021

**it's about us
census 2021**

 **Tameside**
Metropolitan Borough

tameside.gov.uk/census2021

 **NHS**
Tameside and Glossop
Clinical Commissioning Group

Communications channels

In order to communicate with residents of Tameside & Glossop, we use traditional methods of communication alongside more innovative methods, including:

- Tameside Citizen – a quarterly publication with all relevant news, events, information and advice delivered to every household in the borough.
- Local newspapers – the Strategic Commission uses local press such as the Tameside Reporter and Glossop Chronicle to make residents aware of appropriate news and updates relating to council and health services.
- Social media – the Strategic Commission operate on a number of social media platforms, with a combined 59,000 followers (March 2020). Social media is used to share information as well as acting as a single point where residents can get in touch with general enquiries and receive advice and support.
- Digital advertising – in order to reach a wider audience, we use digital advertising on campaigns such as recruitment of social workers or foster careers on external sites as well as our own.

Lung Cancer

The CCG's Co-Chair, Dr Ashwin Ramachandra spoke to Tameside Radio encouraging local people to contact their GP practice if they had a cough for three weeks or more that wasn't Covid-19, as it could be a sign of lung cancer.

While a cough for three weeks or more is probably nothing serious, it could be a sign of something that needs treatment. If it is cancer, finding it early makes it more treatable and can save lives. Cancer services remain an absolute priority for the NHS. Thanks to the efforts of NHS staff, cancer services have been maintained throughout the pandemic so treatment can continue safely. Any decision to reschedule cancer treatment will be a last resort.

More information can be found on the [CCG website](#).

Keeping well in winter

We joined a fantastic Greater Manchester-wide campaign to support older people to keep well through the winter. In order to reach older people who are not online, our public health team have worked together with 53 partners throughout the borough, and distributed nearly 8,000 booklets to our elderly residents. The booklets should ensure that the most vulnerable members of our communities are receiving the advice and information they need.

The booklets, along with other resources including a short film, can be viewed and downloaded [here](#).



Supporting vulnerable children

The Strategic Commission have supported the Home Office's new '**Something's Not Right**' campaign to help secondary children in England who may have suffered a range of harms, such as sexual and physical abuse, during lockdown. The campaign, which we've also shared with schools in Tameside, aims to build awareness of the support services available to victims and encourage disclosure of abuse to a trusted adult.

