CABINET

Repositioning Oldham – A Championing Council

Report of the Chief of Staff and Assistant Chief Executive

Portfolio Holder: Councillor Howard Sykes, Leader of the Council

6 December 2010

Officer Contact:
Carolyn Wilkins – Assistant Chief Executive / Clare Fish – Chief of Staff
Ext. 3192 / 5442

Purpose of Report

The report considers the next stage of the Council’s Improvement Journey. The journey is described as having three phases: Recovery, Improvement and Repositioning. This report builds on the recent Improvement Board report and begins the articulation of Repositioning the Council, in order to be established as a Championing Council; a Council that is a strong and proactive advocate for the borough and its citizens. It also describes the Council Operating Framework required to support and deliver this phase.

Executive Summary

The report details the dramatically changing landscape for the public sector – nationally, sub-regionally and locally. There are significant shifts currently taking place in the economic, social and policy frameworks within which we operate. The language of reform from the Coalition Government is focusing on decentralisation and localism; increasing accountability and transparency, as well as changing roles of citizen and state in relation to key services such as housing and planning. In addition, there are well articulated financial challenges arising from the commitment to significantly reduce public spending. The headline changes were highlighted in the recent Comprehensive Spending Review and more detail will emerge over coming weeks and months.
We have achieved most of what we set out to do in our Improvement Programme. This, together with the implications of current economic, political and social changes for the Borough and the wide ranging impacts on the role and responsibilities of local authorities. This means we need to give considered thought to the next phase of the Council’s improvement journey, ‘Repositioning’. Such Repositioning includes consideration of the changing relationship between the citizen and the state, and the changing role of the state. It means being a **Championing Council – acting as a strong advocate for the borough and its citizens where we will champion local services and local choices.**

In order to achieve this Repositioning, we need to ensure that the Council also has an Operating Framework in place that is fit for purpose now, and flexible enough to meet the demands of the future. This framework will see a shift from a departmental led way of working to one with greater emphasis on customers and local decision-making. Business units within the operating framework will be driven by a strategic approach that drives and enables the repositioning of the business to a **Championing Council.**

**Recommendations**

1. That Cabinet approves the framework for repositioning of Oldham Council to a **Championing Council.**

2. That Cabinet approves a more detailed report to be brought for consideration to Cabinet in the new year together with the following companion papers:

   - A companion paper on the organisational framework for the **Championing Council.**
   - A companion paper on the accelerated developments to take the Council to next level of Neighbourhood Working
   - A companion paper on Borough Governance and partnership working.
   - A transition plan detailing the key milestones in the implementation of the framework
Repositioning Oldham – A Championing Council

1 Background

1.1 This report considers the next stage of the Council’s Improvement Journey. The journey is described as having three phases: Recovery, Improvement and Repositioning. This report begins the articulation of the Repositioning phase, and describes the Council Operating Framework required to support and deliver this phase.

2.0 Current Position

2.1 Two years ago, Oldham Council embarked on a journey of recovery, improvement and repositioning. Over the last 18 months a considerable amount of work has been undertaken to move the Council through its recovery phase, establishing sound foundations from which to build and embed the improvement programme that formed part of the work plan for the Improvement Board. Part of this process has entailed the Council developing clear ambitions for itself and the Borough and highlighted how it has delivered its Improvement Plan as signed off by the Board and endorsed by Cabinet and Council.

2.2 Oldham Council is committed to the Borough being a Place of Choice. The Council has identified four corporate objectives in achieving this vision, namely:

- Confident Place
- A University Town
- An Address of Choice
- Services of Choice

2.3 These ambitions now need to be delivered in the context of a changing public sector landscape at national, sub-regional and local level. The implications of current economic, political and social changes for the Borough mean we need to give considered thought to these in undertaking the next phase of the Council’s improvement journey, ‘Repositioning Oldham’. However it is important that the changes don’t divert the Council from achieving those things that have already been identified as priorities for the Council and the Borough.

2.4 There are many drivers that inform the need for the repositioning of the Council. Some of the key ones are set out below.

2.4.1 The financial imperative for change is well rehearsed at national, sub-regional and local level. The key issues for local government emerging from the emergency budget includes a 28% real terms reduction in local government spending over the next 4 years. The reductions are front end loaded with year on year cash cuts. The Government has stated it will work with local authorities to freeze council tax from 2011/12 for 4 years, however the details are awaited. Capital funding is expected to drop by 45% over four years in addition there is a two year public sector pay freeze in 2011/12 and 2012/13 for
those earning more than £21k per year with at least a £250 flat pay rise each year for those earning less than the threshold. School budgets will rise marginally while there is a reduction in the number of ring fenced grants and the introduction of tax increment financing.

2.4.2 The Comprehensive Spending Review on 20 October provided some further details in relation to the changing landscape. For example, there will be a 20% reduction in Police funding over the next four years, and 25% reduction in Fire funding over the same period. The NHS is facing a massive shortfall in funds post 2011. Local changes are underway in health infrastructure as a result of the transition from PCTs to GP Commissioning arrangements. Funding for further education is being affected, and whilst there will be a marginal increase in schools funding, the way this is allocated is likely to alter. Area based grant is likely to be significantly reduced and Oldham currently receives approximately £28m which is likely to be affected. There will also be changes to the way funding is allocated, such as the removal of ring-fencing in many areas. There is also a change to funding frameworks with abolition of bodies such as Regional Development Agencies and the introduction of the Regional Growth Fund.

2.4.3 The Provisional Local Government Settlement in December will provide more detail in relation to the financial context for the Council. But we are not waiting until then to make the changes needed to the way we work. As a result of needing to achieve savings of £25m in 2011-12, with a further £20m reduction the following year and a further £12m in year 3, we have been preparing a new approach to how we might deliver these efficiencies. This is on top of the £32m achieved this year and last.

2.4.4 Such widespread reductions in public funding requires a fundamental shift in the way public services public are organised and delivered, and the Government is committed to wide scale public sector reform. The National Coalition Agreement published in May 2010 highlighted some key elements of the changing policy context for the public sector in general. These include:

- Distribution of power and opportunity to people rather than keeping it within government as central to building a free, fair and responsible society;
- Ensuring sound finances and value for money;
- Redistribution of power away from Westminster and Whitehall to councils, communities and homes, supported by technological innovation;
- Encouraging, supporting and enabling people to make better choices for themselves.

Public Sector Reform includes consideration of the changing relationship between the citizen and the state, and the changing role of the state. The Local Government Association (LGA), along with others, identifies five elements to the reshaping of the public sector necessary to allow reductions in public spending:
move away from command-and-control provision to more citizen-driven mechanisms;
greater aggregation and simplification among existing multitude of budgets and bureaucracies;
greater devolution of managerial responsibility and decision making;
greater transparency;
greater democratic leadership and outward accountability for decision-making to local people.

2.4.5 There will also be fundamental changes to the roles and responsibilities of local government. At a local level, the Council will consider all these elements in developing its approach to Repositioning Oldham. This will be an ongoing process as there will continue to be changes in the policy, financial and operational landscape of the Council. Fairly rapid changes have already been seen, with removal of a range of bodies (including the Audit Commission, Standards Board, Government Offices and Regional Development Agencies). Regulation, inspection and policy regimes such as Regional Spatial Strategies are also all being reduced or removed.

2.4.6 This places an increased emphasis on local accountability mechanisms, and approaches driven by local rather than national priorities. A series of White Papers and Bills are to be published over coming months that will provide greater detail in relation to the changing policy and operating context.

2.4.7 Significant developments are taking place at the sub-regional level focused around AGMA. This includes the introduction of the Greater Manchester Strategy, Combined Authority and Local Enterprise Partnership. These developments followed the Manchester Independent Economic Review (MIER) which demonstrated that the scale of the opportunity in Greater Manchester is of national significance.

2.4.8 However there are two significant challenges: to increase our productivity and the competitiveness and the efficiency of our labour markets; and, secondly, to ensure that all parts of Greater Manchester and its people benefit from and contribute to growth by tackling low skills levels, worklessness and public service dependency. In Repositioning Oldham we must be able to better address these two challenges for our borough and citizens.

2.4.9 AGMA also provides the opportunity to reduce the cost and improve the delivery of services across the sub-region. A comprehensive Improvement and Efficiency Programme is underway focused on a wide range of services. Oldham Council is playing an active role in this work in order to achieve the greatest possible savings and efficiencies.

2.4.10 Part of the reason for the changing political and financial landscape of the public sector is the recognition we are experiencing changes to the nature and make up of our communities. The country has an ageing population. Over the last 25 years the percentage of the population aged 65 and over increased from 15 per cent in 1984 to 16 per cent in 2009, an increase of 1.7 million people. Over the same period, the percentage of the population aged under 16 decreased from 21 per cent to 19 per cent. This trend is projected to continue.
By 2034, 23 per cent of the population is projected to be aged 65 and over compared to 18 per cent aged under 16. This is reflected in the borough, although some communities have a higher proportion of young people. In the borough we have an increasingly diverse population. In the 2001 census, 13.8% Oldham’s population were identified as being from a BME community. More recent suggests that this is now 16.9% and by 2021 it is expected to increase to around 26%.

2.4.11 It is also true there are high levels of deprivation across the Borough, with 43% Oldham areas in the 20% most deprived in England. 24% are in the 10% most deprived and 13% are in the 5% most deprived. The greatest intensity of deprivation is predominantly in central parts of Oldham. The economic environment is likely to have a negative impact on the borough, partly because of the predicted impact on the public sector.

2.4.12 The continuing rapid development of technology impacts upon all our lives creating a 24/7 communication culture with expectations of immediate responses. This drives the expectations of the public sector as well. Technology has also shrunk the world as well as opened up horizons otherwise unreachable to many in terms of increased mobility, access to information, ability to be considerably more self-sufficient and to expect responsive and higher standards of service previously not considered. But access to technology is not universal and the impact of the digital divide must be mitigated if all citizens are to benefit.

2.4.13 The Council must also address the impact of changing climate conditions – with more extreme conditions being experienced which impact on citizens and services. Linked to this is the need to reduce the carbon footprint of the borough, and the Council within this. A great deal of activity is taking place, on this area which demonstrates the community leadership role of the Council.

2.4.14 As the Council begins to reposition it needs to be cognisant of a number of organisational related issues which will have a significant impact if not properly recognised and addressed. Examples include challenges of recruitment in a number of professional areas such as social workers, and engineers. The age profile of the Council’s existing workforce also presents potential challenges. The ongoing budget reductions will continue to be a major challenge. The Council also needs to continue with the improvements it has already made to financial management and other systems and processes.
3.0 **Next stage of the journey – Repositioning Oldham**

3.1 Our current operating model was developed and introduced over the last two years, and has enabled the delivery of a comprehensive programme of recovery and improvement across the Council. There were six main strands of activity to the Improvement Programme, namely resource management, external relations, service improvements, culture change (Trust Oldham), efficiency programme and member relations. The report considered by Cabinet in October 2010 highlighted the significant changes achieved over just two years of the Improvement Programme across all six areas. The next phase of our journey has been accelerated by the likely impact of the national financial position and wider policy changes – but what we have already achieved, and the approach taken to date, puts us in a very strong position for what comes next.

3.2 A number of councils have begun their journey of renegotiating their role with their communities and partners, some of whom will be familiar. **Barnet** – adopting the ‘easy council’ approach and encouraging residents to take greater responsibility for their ‘place’ and being very clear about the services the Council can provide and those that will require additional charges. **Lambeth** – developing a ‘John Lewis’ style co-operative council approach giving citizens and communities opportunities to take responsibility for running services themselves. **Suffolk** – are moving to being an ‘enabling’ council, moving from being a major provider of services, using a range of investment vehicles including Arms Length companies, joint ventures and Community Interest companies. Whilst there may be elements of a number of models already in existence which may be appropriate for Oldham, we clearly need to ensure we create an entity and operating framework which is fit for purpose for Oldham.

3.3 A lot of the arrangements that we have developed on our improvement journey over the last two years are still relevant, but the mindset and context have changed. In future, the Council will not deliver all the services that it currently does but will have a strong enabling role, ensuring the environment and conditions in which others can act and achieve. This will include direct support, signposting and information, acting as advocate, lobbying and removing barriers to activity.

3.4 In considering the Repositioning of Oldham it is important to recognise that this refers to both the repositioning of Oldham Council, and also repositioning the Borough. This reflects the vital role of the Council as Community Leader. By this, we mean that, important as it is, the role and purpose of the Council is not solely to manage a collection of public services, but also to pursue the well-being of a place and the people who live there by whatever means are necessary and available.

3.5 Community leadership has three main elements:

- Local democratic leadership
- Leadership through partnership
- Communities leading themselves
Such an approach has been part of how things have been done so far. The difference moving forward is that this will be much more central to the way we work. There will be a much greater focus on people and communities, much less on professions and bureaucracy.

3.6 We need to focus on enabling people to do things for themselves and removing barriers that make this difficult. This is partly about reducing dependency and demand, but also about much more sustainable ways of doing things. Part of this will mean changing ways of working and behaviour. We will work with partners and communities in a range of ways – from prevention, shaping services and using regulatory roles where appropriate.

3.7 We will retain our role in protecting the most vulnerable through safeguarding. But we have a much wider role as well, which will continue to be relevant to all places and people. In Repositioning Oldham we are clear we want to be a Championing Council. By this we mean we will be a strong and proactive advocate for the borough and its citizens and we where will champion local services and local choices. Therefore, Repositioning of Oldham is based on a number of overlapping themes, which describe the four major objectives to be achieved from this next phase.

3.8 These are objectives for both the Borough and the Council, and reflect the fact that in considering the leadership of the Council we also need to recognise that the Council plays a major community leadership role in the borough and the sub-region. Each theme has a number of key anchors associated with it. By anchor we mean those outcomes which must be achieved in order for repositioning to be a reality. Oldham Council needs an Operating Framework that makes this repositioning possible. The themes and anchors are set out in the following table.

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<td><strong>Theme (Objectives)</strong></td>
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| Supporting and strengthening local **democracy** | - Active Community Leadership role  
- Clear strategic framework  
- Clear and Effective Accountability  
- Strong governance (including corporate governance) |
| Enabling and encouraging more responsive and cost effective services by encouraging a **mixed economy** of provision (service alliance model) | - Commissioning approach  
- Services influenced, shaped and where appropriate, delivered by citizens and communities  
- Focus on Value, not just cost  
- Engaging and collaborating with wide range of partners |
| Working with communities, so that they are more resilient and active in looking | - Focus on prevention and reducing demand. |
### Championing Council

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| after their own needs and have greater **capacity** to take more control over their lives. | - Protection for most vulnerable citizens  
- Self help encouraged and supported  
- Improved access to services by citizens  
- Services delivered locally  
- Citizens empowered to identify and achieve local solutions. |

| Strengthening role in sub-region to ensure **economic prosperity** of the Borough | - More productive communities with reduced dependency  
- Impact of spend maximised locally  
- Effective joint working with other AGMA bodies and authorities to ensure action is taken at the most appropriate and effective level |

3.9 These themes and anchors reflect, and build on the principles which informed the budget for 2010/11. These are:

- Working flexibly to ensure services are shaped to meet the needs of localities and neighbourhoods;
- Living within our means and spending public money wisely and in a way that is value for money;
- Redesigning services to meet citizens’ needs;
- Doing things differently to create efficiencies, eliminating waste and releasing resources to front line services;
- Doing what we say we will do, when we say we will do it.

3.10 The themes and anchors highlight those issues that are fundamental to the next stage of Oldham’s journey. Taken together they highlight the changing nature of the relationship between the citizen and the state, and the changing nature of both citizen and of state. They also reflect the fact that the scale and pace of change required cannot be achieved by focusing solely on service provision. The mixed economy of service provision, taken with the value for money review process are crucial in terms in considering service/supply arrangements. But it also vital that demand is addressed. And ultimately that sustainable change is achieved, ensuring a greater resilience for the Borough and its citizens in the future.
3.11 In order to be successful, Oldham Council needs to have the structures and processes that enable us to match the complexity and diversity of the environments in which we operate. We need to both organise ourselves differently and work differently. We need an operating framework that enables to reposition ourselves as a Championing Council. This framework will need to take account of developments at an AGMA level, changes in the Borough Governance arrangements as well as developments to Area Working in order that the Council is an effective strategic leader/enabler at all spatial levels. Companion papers covering these areas are being prepared.

3.12 A lot of things that we have developed on our improvement journey over the last two years are still relevant but the mindset and context have changed. The future Council will not deliver all the services that it currently does but will have a strong role in ensuring the environment exists in which others can act – it will have a strong enabling role, which includes a focus on removing barriers to change and it will continue to operate a robust regulatory function.

3.13 In order to achieve our ambition of a **Championing Council** we need to put in place a new Operating Framework which, whilst setting out how the organisation will need to take shape and operate in the next 12/24 months, will also be flexible to respond to environmental changes as they arise.
4.0 Council’s Operating Framework

4.1 An Operating Framework is a description of the optimal way of organising in order to achieve the business objectives of the organisation – that is, it is the Council’s Business Model. As stated above, Oldham Council needs to have the structures and processes in place that enable us to match the complexity and diversity of the environments in which we operate and enable us to reposition the Council in the way described earlier in this paper.

4.2 This means we must be a Championing Council that:

- Is focussed on places, people and communities, not professions and bureaucracy;
- Adds value to the communities it serves;
- Creates opportunities and supports and enables others to act and achieve;
- Enshrines the Council’s values in all that we do;
- Has strong governance and leadership – supported by an effective strategic core with systems and arrangements enabling those working in the organisation not to be constrained by unnecessary bureaucracy;
- Has effective accountability with clear responsibility for actions;
- Is strong, resilient, creative, agile and dynamic;
- Has a strong and trusting culture – behavioural change is fundamental to this;
- Manages and promotes the talent it has;
- Is much leaner – fewer people with different skill sets in same parts of the organisation;
- Which is very clear about where its energy and resources will be focused (and what we will stop doing);
- With a much sharper and focused commissioning and intelligent client function – where there is an emphasis on effective procurement and contract management arrangements which are commercial, ensure value for public money and improve the impact on the lives of those living in our communities;
- With access to an effective and efficient support function that is cost effective and value for money.

4.3 It is considered that there are a number of key aspects which are fundamental to the future Operating Framework. Our approach recognises that the scale, form and location of these may well shift over time. The operating framework must be flexible enough to respond to changes that are both internally and externally driven.

4.4 These key aspects are set out below, together with a short description:

The three are interlinked, with a range of interdependencies. Each aspect will be dynamic and flexible in its modes of organising in order to meet local, regional and national expectations (see Appendix A for diagram of proposed operating framework).
Council Operating Model: Key Aspects

### Service Alliance

This approach ensures we deliver services for people and places to meet local needs in the most appropriate and cost effective way.

The main elements of **Service Alliance** are:

- Service provision through a mixed economy of providers for both internally and externally facing services. This includes slimmer direct provision by the Council and greater variety in external provision including partnering arrangements, shared service provision, traded service arrangements and third sector provision. This would include mechanisms such as mutuals, cooperatives and social enterprises and where appropriate the private sector.

- More collaboration at different spatial levels (e.g. AGMA, neighbourhood and borough)

- Service delivery in line with Council ethos and values regardless of provider

- Trading some services on a bigger scale, bringing investment into the Borough

- Greater investment with the Unity Partnership.

- Community participation in shaping, producing and delivering services to ensure reduced dependency and greater sustainability

### Integrated Commissioning

Our Council-wide approach to evidence based planning, procurement and evaluation of services for people and places to ensure value for public money and positive impact

The main elements of **Integrated Commissioning** are:

- Single commissioning operating framework and cycle in place with a set of robust standards [and agreed with partners]

- A function which is not overly bureaucratic and eradicates duplication

- An understanding of the needs of people and places

- An approach that recognises and encourages differing spatial levels and scales of commissioning (from micro to macro levels)

- Operating effective programme management mechanisms

- An ability to stimulate and shape the market, through helping develop organisations that could provide services [including cooperatives from existing council services]

- Operating consistent standards of commissioning

- Ensuring effective feedback loops to the strategic core and service alliance
Strategic Core

Our Council wide approach to strategic leadership in order to develop, drive and align the vision, values, resources and priorities of the Council.

The main elements that constitute the Strategic Core are:

- Fit for purpose strategic frameworks for organization, citizens and places that drives the repositioning of the Council and ensure effective transition to a Championing Council;

- Effective strategic resource management frameworks for people, assets, money, legal and information

- Strong Democratic Core and support for Elected Members

- Strategic Leadership (EMT)

- Culture

- Accountability Frameworks including statutory and regulatory roles and responsibilities

- Management of Strategic relationships (national, sub-regional, borough and local) in order to fulfil the Council’s role as Community Leader.

4.5 In implementing the Framework it will be vital that it is not seen simply as a replacement structure. This framework will see a shift from a departmental led way of working to one with greater emphasis on customers and local decision-making. The roles of individual staff are likely to be very different, with a greater emphasis on thematic leadership rather than traditional line management arrangements, with a range of ‘business units’ focusing on delivering day to day activity. This will be an important element of a more flexible way of working, driven by a strategic approach that drives and enables the repositioning to a Championing Council.
5.0 Working Differently

5.1 In repositioning the Council, and the borough, a number of activities need to take place in order to make the transition. It is not enough just to say things will be different. Work needs to take place so staff and Councillors are supported to understand and respond to the demand of Repositioning and the new Operating Framework, and the implications for roles and responsibilities.

5.2 Without addressing cultural and behavioural aspects of the organisation, other investments in change around strategy, structures, processes and systems will be wasted. The Trust Oldham Programme has already established a Council wide infrastructure for addressing culture change. The Programme will be adapted to reflect the changing Operating Framework. It is in place to support colleagues across the Council in understanding the rationale for, and implications of, change, as well as the future direction of the Council. Trust Oldham is the umbrella under which a range of support activities for staff and Councillors is brigaded.

5.3 One such activity is the work to identify the essential attributes and skills of staff in the future. This will be focused reflecting the changing nature of workforce, for example more flexible, wider skilled but fewer staff.

5.4 As the relationship between the citizen and the public sector in general (and also with the Council in particular) changes the role of elected representatives changes. The Member Development Strategy will be refreshed to reflect this and include those essential areas to ensure the right support is in place, with a particular focus on neighbourhood working.

5.5 Moving forward, there will be increasing emphasis on local service delivery and decision making. A companion paper will be brought to Cabinet in January 2011, setting out accelerated developments on neighbourhood working which will take the Council and partners to the next level. This will include working in different ways with citizens, involving people in shaping services and delivering outcomes as part of an enhanced localism agenda.

5.6 There are other things that need to happen, in addition to those set out above, to ensure the changes and repositioning takes place. These elements can be seen as ‘enablers’. The range of these activities will be wide and comprehensive, including:

- Mechanisms to stimulate local markets and enable local control and choice;
- Arrangements to ensure the appropriate skills and competencies are in place for roles and responsibilities (with support provided to staff and Elected Members as appropriate);
- Collaboration – at a more local level to deliver services that reflect the circumstances of the locality across all public agencies;
- Current policy and procedural arrangements operating in the Council, from how we recruit and retain staff, to how we manage our accountabilities and responsibilities.
6.0 **Next Steps**

6.1 Following feedback from and decision by Cabinet, further work will be undertaken to develop the ideas and concepts in this paper. A further report will then be brought to Cabinet in January 2011. In addition to this report, there will be a number of companion papers. These companion papers will address more detailed implementation work. But they will also address important aspects of the role of **Championing Council** in terms of community leadership and place shaping. As stated at the beginning of this paper, Repositioning refers to both the Council and the borough. For this reason, the Council’s Operating Framework is only one aspect of the wider agenda.

6.2 The first of these companion papers will be the Transition Plan. This will set out key timelines and milestones for the development and implementation of the new operating framework. This will set out the main areas of activity required in order to achieve the ambition of **Championing Council**. A communication programme will be a core part of this plan.

6.3 As stated above, there will also be a companion paper concerning the accelerated developments on neighbourhood working. This will build on the successful work that has already taken place, and incorporate learning from related work such as the city region pilots and the ‘Think Family’ programme in Derker. This paper will set out the next stage of work that will take the Council and partners to the next level. This will include working in different ways with citizens, involving people in shaping services and delivering outcomes.

6.4 A companion paper on borough governance and partnership working will consider the significant changes to the partnership landscape in the borough and sub-region over coming months. This will include changes in the public sector, introduction of new requirements and the developing arrangements in AGMA and the sub-region.

6.5 There will also be a companion paper relating to the organisational changes that will be required in order to establish the new operating framework. This will include the changes to roles and responsibilities, policies and procedures.

7.0 **Preferred Option**

7.1 That Cabinet approves the framework for repositioning of Oldham Council to a **Championing Council**.

7.2 That Cabinet approves a more detailed report to be brought for consideration to Cabinet in the New Year together with the following companion papers:

- A companion paper on the organisational framework for the **Championing Council**.

- A companion paper on the accelerated developments to take the Council to next level of Neighbourhood Working.

- A companion paper on Borough Governance and partnership working.
• A transition plan detailing the key milestones in the implementation of the framework.

8.0 Consultation
8.1 Consultation will take place as part of the further development of the paper, and associated companion papers.

9.0 Financial Implications
9.1 Detailed financial implications arising from the proposals will be prepared when the more detailed report to be brought for consideration to Cabinet in the New Year is submitted. At this stage it is anticipated that significant financial savings will arise from the proposals but at this stage these cannot be quantified.

10.0 Legal Services Comments
10.1 There are no direct legal implications arising from the recommendations.

11.0 Human Resources Comments
11.1 The HR implications will be considered as part of the Transition Plan and throughout the implementation of the new operating framework.

12.0 Risk Assessments
12.1 Risk assessments will be carried out during development and implementation.

13.0 IT Implications
13.1 Implications will be considered as part of the further development of new operating framework.

14.0 Property Implications
14.1 There are no property implications at this stage.

15.0 Procurement Implications
15.1 There are no procurement implications at this stage.

16.0 Environmental and Health & Safety Implications
16.1 None at present.

17.0 Equality, community cohesion and crime implications
17.1 Implications will be considered as part of the further development and implementation of the new operating framework.
18.0 Equality Impact Assessment Completed?
18.1 No

19.0 Key Decision
19.1 No

20.0 Forward Plan Reference
20.1 Not applicable at this stage.

21.0 Background Papers
21.1 Improvement Board, Cabinet 6 October 2010
Officer Name: Clare Fish, Chief of Staff
Contact No: 0161 770 5442

22.0 Appendices
22.1 Diagram: Repositioning Oldham Council

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Oldham Council – A repositioning framework

National and Sub Regional Governance e.g. GM Strategy

Service Alliance – Mixed Economy

- Front-facing Services
  - e.g. Unity, trusts, social enterprise
- Partnerships
- Direct Provision e.g. Council
- Externally Provided e.g. outsourced

Traded Services

Integrated Commissioning

Strategic Core

Borough Governance e.g. LSP

Organisational Governance e.g. Scrutiny

Neighbourhood and Citizen Focused Services – Delivery and Local Governance

Appendix A