COUNCIL

The Oldham Leadership Board and Commissioning Clusters

Report of the Chief Executive

Portfolio holder: Councillor Jim McMahon, Leader of the Council

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Officer contact: Vicky Sugars, Strategic Partnerships and Projects Manager,
Corporate Policy
Ext. 3303

Executive Summary
Oldham is committed to being a Cooperative Borough where partners work together
to deliver the best possible outcomes. In order to improve the focus and
effectiveness of joint working, the Oldham Partnership has been reviewing how it
operates. This report sets out the new arrangements for the Oldham Partnership with
the establishment of the Oldham Leadership Board together with three
Commissioning Clusters: Economy and Skills; Cooperative and Neighbourhoods,
and Health and Wellbeing.

Recommendation:
Council is asked to endorse the new arrangements for the Oldham Partnership and
agree appointments to the Oldham Leadership Board and three Commissioning
Clusters for the Municipal Year 2014/15 as set out in section three of this report
1.0 Introduction

1.1 A Cooperative Borough is one in which a wide range of partners work together to make the most of Oldham’s strengths and opportunities as well as addressing the challenges faced. Oldham has a long history of strong partnership working and Oldham Partnership is committed to continuing to working in this way. During 2014 a review has been undertaken to explore ways of improving joint working in the borough.

1.2 Following this review Oldham Partnership has agreed to establish the Oldham Leadership Board, supported by three Commissioning Clusters:

- Economy and Skills,
- Health and Wellbeing
- Cooperatives and Neighbourhoods

1.3 The Oldham Leadership Board (OLB) marks a shift in partnership working in Oldham with its recognition that it is more than a partnership of organisations but a body which is responsible for leading and championing Oldham, not just at the borough level but at the city region and beyond.

The remit of the Board is therefore to:

- Provide clear and focused place leadership and ensure that Oldham residents get the best deal from their community, the borough, the city region and beyond.
- Oversee new partnering arrangements through Public Service Reform.
- Champion Oldham as a place and campaign and deliver on the issues that matter the most to local residents.
- Bring organisations together and create the climate to address joint challenges, develop new opportunities and deliver shared outcomes.
- Deliver the Oldham Plan and co-ordinate activity across partner organisations
- Monitor ‘Place’ performance and work towards improving outcomes

1.4 The OLB also recognises that as well as providing strategic direction to the borough it also needs to deliver Oldham solutions to the main challenges faced by the borough and its communities with emphasis on collaboration, alignment, joint commissioning and investment.

The Board will therefore:-
• Explore opportunities around service delivery and jointly commissioning across organisations and sectors that deliver better outcomes and value for money.

• Develop investment models that support better outcomes, avoid duplication and reduce costs.

• Work to ensure the maximum possible value for Oldham from every contract (Social Value)

• Share skills, knowledge, resources and learning to develop a ‘One Oldham’ approach.

• Explore way of designing and delivering services in partnership with service users and residents as part of developing a co-operative culture where people can help themselves and which ultimately leads to a reduction in demand for services.

1.5 The OLB will also need to be proactive in driving change. This includes internal change within organisations and externally with residents. The Board will therefore:-

• Focus on action and delivering real change for the people of Oldham.

• Focus on the issues that matter most to residents and where the greatest impact can be made.

• Work as a partnership to forward the needs of the co-operative borough.

The terms of reference for the Oldham Leadership Board are attached in Appendix 1.

2.0 Commissioning clusters: a new model for place leadership for Oldham

2.1 In light of the renewed focus for the Oldham Partnership, the OLB agreed that it needed to find a way to work more effectively across organisational boundaries and deliver the required change for the borough and agreed that the partnership would adopt three Commissioning Cluster arrangements as a mechanism for driving forward this change and to deliver the Oldham Plan. The three commissioning clusters and the chairs are as follows:-

• Health and Wellbeing cluster – Cllr Sue Dearden, Oldham Council

• Co-operatives and Neighbourhoods cluster – Cath Green, Chief Executive of First Choice Homes

• Economy and Skills cluster – Alun Francis, Principal of Oldham College
2.2 It is important that these arrangements are not simply business as usual and that they do more than duplicate previous governance arrangements. They must be focused on key issues and delivering outcomes.

2.3 A successful model for place leadership will encompass the following aspects:
- Public, Private and Third Sector organisations working together, aligning resources (people and financial) to deliver against the Oldham Plan
- A move away from organisational silos and one off projects to a 'one Oldham' approach, working together with Partners.
- A focus on Oldham as a place, marshalling all available resources to create an economically productive place where everyone 'does their bit'.

2.4 There are many existing thematic partnerships, such the Children’s Trust Board, the Community Safety and Cohesion Partnership, and Oldham Housing Investment Partnership. Work is underway within the Commissioning Clusters in reviewing these arrangements and developing proposals for future governance and engagement. These will need to be in line with the overall principles established for the Commissioning Clusters and the Oldham Leadership Board.

2.5 There are also a number of bodies and partnerships in place including the Co-operative Commission who oversee delivery of the Co-operative ambition and the newly formed Innovation in Oldham Network (iON) which, together with District, Voluntary, Community and Faith Partnerships, work to engage and empower residents to get involved and make a contribution. Their role and contribution to the Oldham Partnership will continue to develop throughout the year.

2.6 Figure One below sets out an overview of the new Oldham Partnership arrangements.
Figure 1: The new Oldham Partnership Map

3.0 Elected Member Representation on Oldham Partnership

3.1 The Oldham Partnership is an important part of the leadership and governance of the borough and therefore it is important that Elected Members play a full role in the Oldham Leadership Board and the Commissioning Clusters. The proposed Elected Member representatives on the Oldham Partnership are as follows:

- **Oldham Leadership Board**

  Leader and Deputy Leader of the Council and Leader of the Opposition

- **Economy and Skills Commissioning Cluster**

  Cabinet Member Town Centres, Culture and Tourism
  Cabinet Member Employment and Skills
  Deputy Cabinet Member Employment and Skills
  Shadow Cabinet Member

- **Health and Wellbeing Commissioning Cluster**
4.0 Recommendation
Council is asked to endorse the new arrangements for the Oldham Partnership and agree appointments to the Oldham Leadership Board and three Commissioning Clusters for the Municipal Year 2014/15 as set out in section three of this report.

5.0 Consultation
5.1 Discussion has taken place with a wide range of partners across the Oldham Partnership and consultation and engagement will continue to take place and include a wider range of partners as the work to develop the approach to Oldham Leadership Board and Commissioning Clusters.

6.0 Financial Implications
6.1 There are no immediate financial implications from setting up the Oldham Leadership Board and the Commissioning Clusters, however these bodies will need to play a role in the Councils budget process. The bodies will be key in helping shape, inform, support and align partner organisations to ensure the transformational change required to meet the budget challenge is achieved.

6.2 Future plans in terms of jointly commissioning services and investment models will need to be assessed from a financial perspective as they arise.

(Mel Creighton/Steve Mair)

7.0 Legal Services Comments
7.1 There are no legal implications at this stage.
8.0  **Cooperative Agenda**

8.1  The role of Local Leaders is central to the Cooperative agenda and this proposal strengthens the engagement of Elected Members in partnership working. Partnership working is another cornerstone of the Cooperative agenda, with the commitment to a Cooperative Borough where all partners work to maximise the positive impact and contribution to the borough.

9.0  **Human Resources Comments**

9.1  No implications at this stage. Any changes to staffing arrangements will be carried out in line with the Council's policies and procedures.

10.0  **Risk Assessments**

10.1  Risk assessments and mitigation will be integral to the work of the Oldham Partnership.

11.0  **IT Implications**

11.1  None at this stage.

12.0  **Property Implications**

12.1  None at this stage

13.0  **Procurement Implications**

13.1  Work The Oldham Partnership will operate line with procurement policy and procedures.

14.0  **Environmental and Health & Safety Implications**

14.1  None at this stage

15.0  **Equality, community cohesion and crime implications**

15.1  None at this stage
16.0   Equality Impact Assessment Completed?
16.1   No

17.0   Key Decision
17.1   No

18.0   Forward Plan Reference
18.1   None

19.0   Background Papers
19.1   None

20.0   Appendices
20.1   Appendix 1 - The Terms of Reference for the Oldham Leadership Board.
Appendix 1: The Terms of Reference for the Oldham Leadership Board

1. Key Functions

- To provide collective **Place Leadership**.
- To provide the infrastructure for collective discussion, agreement, challenge and delivery on the **future direction** of the borough.
- To establish **key priorities** where collective action and change is needed in order to achieve desired approach or outcome.
- To develop **Oldham solutions** to the challenges and opportunities facing the borough.
- To focus on the **shared agenda** and **most value added** with an emphasis on collaboration, alignment, joint commissioning and investment.
- To undertake collective **campaigning**, **lobbying** and **advocacy** on the issues that matter to the borough and its communities.
- To provide the **connectivity** between the borough and other spatial levels including the city region and the glue to the partnership as a whole.

2. Operating Principles

- **Championing Issues and Leading Oldham**
  
  *For example, Board members to actively champion issues and themes in the Oldham Plan and have a visible presence in the borough.*

- **A network not a hierarchy owned by all partners**
  
  *For example, a flexible membership and meeting approach so that the Board can respond to the issues at hand. Plus Chair teams that are representative of partners and meetings hosted, led and facilitated by all.*

- **A focus on Action and the Oldham ‘Offer’**
  
  *For example, a focus on just one or two big organisationally neutral issues likes Get Oldham Working and aspects of the Oldham Plan.*

- **The ‘glue’ to a complex partnership landscape**
For example, developing a number of informal arrangements around the Oldham Leadership Board including a wider virtual Oldham Leaders network and annual event that will glue the work of the Partnership together.

- **More than just Oldham and the Public Sector**

  For example, involving representatives from different spatial levels including AGMA and the districts where required and extending the remit of the partnership to involve representative’s beyond the public sector.

3. **Strategic and Operational Meetings**

The Oldham Leadership Board will include both strategic and operational meetings that will lead and oversee the delivery of the Oldham Partnership.

The **Operational meetings** will drive the work of the Oldham Partnership with a focus on the key priorities, Oldham solutions, as well as action and delivery of the Oldham Plan. They will comprise of a group of core partners and meet a minimum of three times a year.

The **Strategic meetings** will be run as joint meetings with the Operational Board to discuss issues where a wider response is required. They will therefore involve a wider group of partners including, for example, some elected members and AGMA representation. It is also envisaged that this group will be flexible and bring in other representation as and when required. It is envisaged that this group will also meet three times a year.

4. **Chairing Arrangements**

Strategic Meeting Chair: Leader of Oldham Council

Operational Meeting Chair: Chief Executive of Oldham Council

5. **Meeting Arrangements and Frequency**

Operational Meetings: Three time per year (plus as and when required)

Strategic Meetings: Three time a year (plus as and when required)

Meetings to be hosted and led by a range of partners

Meeting format to be determined by the topic with an emphasis on discussion and action
6. Reporting Arrangements

The Oldham Leadership Board is the governing body for the Oldham Partnership and has the ability to hold all parts of the Oldham Partnership to account.

Escalation mechanisms will be established to ensure significant issues are referred to the Board for action and the Board can ask any component of the Oldham Partnership to report into it.

7. Oldham Leadership Network and Annual Event

This will provide a forum for the whole partnership to cascade key messages and drive action and change on the ground and will provide partners with:-

- A first port of call for partnership working via the ‘Strategic Partnerships and Project Manager’ and the policy team.

- An effective database of all networks and partners within Oldham to engage, consult and add value to the work of the Partnership as a whole

- An annual Oldham Leaders event to bring all partners and networks into one space and discuss and action areas of collective interest.