

# Minutes

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## Oldham Leadership Board

Themed meeting: Delivering differently to achieve resilience.

23<sup>rd</sup> March 2015, 10am until 12noon  
First Place, First Choice Homes, Oldham

### Present:

Cllr Jim McMahon	Leader, Oldham Council (Chair)
Carolyn Wilkins	Chief Executive, Oldham Council
Cllr Jean Stretton	Oldham Council
Emma Alexander	Oldham Council
Ben Gilchrist	Voluntary Action Oldham (in place of Liz Windsor-Welsh)
Supt Denise Worth	Greater Manchester Police (in place of Caroline Ball)
Maggie Kudefelt	Oldham Council
John Wilkes	Pennine Acute (in place of Gillian Fairfield)
Ian Wilkinson	Oldham CCG
Caroline Drysdale	Pennine Care (in place of Michael McCourt)
Ian Bailey	Greater Manchester Fire & Rescue Service
Helen Lockwood	Oldham Council
Vinny Jones	First Choice Homes Oldham (in place of Cath Green)
Liz Wade	Oldham Council (in place of Elaine Mclean)
Neil McInroy	Centre for Local Economic Studies (CLES)
Andrew Roberts	Greater Manchester Probation Trust
Cllr Eddie Moores	Oldham Council
Vicky Sugars	Oldham Council
Jackie Wilson	Oldham Council
Liz Hume	Oldham Council
Jill Beaumont	Oldham Council
Chris Standish	Regenda
Joanne Griffin	First Choice Homes Oldham

### Apologies:

Supt Caroline Ball	Greater Manchester Police
Elaine Mclean	Oldham Council
Jeremy Broadbent	Oldham Business Leaders Group
Cath Green	First Choice Homes Oldham
Cllr Sue Dearden	Oldham Council
Alun Francis	Oldham College
Alan Higgins	Oldham Council
Denis Gizzi	Oldham CCG
Michael McCourt	Pennine Care
Denis McGinn	GM Probation Trust
Cllr Howards Sykes	Oldham Council
Jayne Clarke	Oldham Sixth Form College



**Oldham**  
Partnership

Stuart Lockwood  
John Schofield  
Janet O'Connor  
Cllr Barbara Brownridge

Oldham Community Leisure  
Pennine Care  
Job Centre Plus  
Oldham Council

1	<p><b>Minutes and matters arising from meeting on 3<sup>rd</sup> December 2014 and the Partnership half day on 15<sup>th</sup> January 2015</b></p>
	<p>The minutes of the meeting of 3rd December 2014 were agreed as a correct record of proceedings.</p> <p>The chair acknowledged the sign off of the Oldham Plan 2015-18 following the half day event of the Board on 15<sup>th</sup> January 2015.</p> <p>The chair commented on the partnership commissioning cluster arrangements and highlighted that these needed to progress in 2015.</p> <p>Discussion took place on the Devolution agreement which had moved on since the last meeting of the Board with £6 billion being devolved to Greater Manchester in health and social care. Board members agreed that Devolution should be the primary focus of the next meeting of the Oldham Leadership Board on 25 June 2015.</p>
	<p><b>AGREED/ACTION:</b></p> <ol style="list-style-type: none"> <li>1. That the 25 June 2015 meeting of the Oldham Leadership Board focus on Greater Manchester Devolution.</li> </ol>
2	<p><b>Why resilience matters to people and places and creating the conditions</b></p>
	<p>Neil McInroy from the Centre for Local Economic Studies (CLES) introduced the themed meeting of the Board on ‘delivering differently to achieve resilience’. This included the work that CLES has undertaken to define economic, place and community resilience. It also covered the whole system/whole place approach and an analysis of where Oldham was on the journey to achieving this.</p>
3	<p><b>Outcomes framework for Co-operatives and Neighbourhoods</b></p>
	<p>Vicky Sugars, Oldham Council and Joanne Griffin, First Choice Homes Oldham, introduced a draft outcomes framework for ‘resilience’ developed by the co-operatives and neighbourhoods commissioning cluster.</p> <p>Board members agreed that a common outcomes framework would enable the Partnership to develop its shared approach to ‘resilience’ and help move us beyond individual projects to developing a coherent ‘whole system’ approach.</p> <p>Board members further commented that the outcomes framework needed to:</p> <ul style="list-style-type: none"> <li>• Not operate as a deficit model and be focussed on enabling both communities and individuals to flourish rather than overcome challenge.</li> <li>• Engage communities themselves in the model and let them define the outcomes.</li> <li>• Reflect the ‘how’ as well as the ‘what’ and incorporate changing behaviours and social norms and our approach as public services.</li> <li>• Cover the areas that are difficult to measure like the impact of social networks and changing social norms and find creative ways to capture this information as a Partnership.</li> <li>• Run resilience measures alongside more generic measures as a means of ‘temperature testing’ how communities are doing and when public services need to intervene in communities.</li> <li>• Consider developing 10 big ticket measures for resilience that we could buy into as a</li> </ul>

	<p>Partnership and that was owned across organisations.</p> <ul style="list-style-type: none"> <li>• Captures how we sustain resilience over a period of time – once public services/funding streams have been withdrawn</li> <li>• Organisations should have own core measures and then shared resilience measures that they work towards in Partnership.</li> <li>• Those relevant officers across the Partnership take a review of their outcomes and measures and come together to set joint resilience measures.</li> <li>• That public service and organisational resilience also needed to feature alongside community and individual resilience.</li> </ul>
	<p><b>AGREED/ACTION:</b></p> <ol style="list-style-type: none"> <li>1. To develop 10 big ticket resilience measures to be adopted and owned by the Partnership</li> <li>2. To set up a working group with relevant officers from across the Oldham Partnership to further develop the outcomes framework and big ticket items.</li> <li>3. For resilience outcomes and measures to be adopted across the Partnership by July 2015.</li> </ol>
<p><b>4</b></p>	<p><b>Delivering differently to achieve resilience – examples and discussion on how to develop this area</b></p>
	<p>Jill Beaumont, Oldham Council, presented the early help model as an example of delivering differently to achieve resilience. This included specific case studies on reducing police call outs and increasing school attendance and the methods used to achieve better outcomes and reduce demand.</p> <p>Neil McInroy, CLES presented the work that is currently under-way in Limehurst as an example of building community resilience. This included the resilience outcomes and the co-operative contract which has helped redefine the relationship between public services and the community.</p> <p>Jackie Wilson, Oldham Council presented the ‘social isolation in young and middle age adults’ investment proposition as an example of delivering differently that had significant potential to both increase resilience outcomes and reduce demand on public services. This included an analysis of the health, economic and social case for investing in social networks to reduce social isolation with this cohort and the potential cost benefits.</p> <p>The examples were then followed up by a discussion on what more the partnership could do to scale up this type of work and drive whole system change around resilience.</p> <p>Partners offered other good examples of building resilience including:</p> <ul style="list-style-type: none"> <li>• Chadderton health pilot</li> <li>• CCG Dragons Den</li> <li>• Warm Homes</li> <li>• Urgent Care Alliance</li> <li>• BGreen</li> <li>• Alternative FE curriculum</li> <li>• ABCD models</li> </ul>

	<p>It was agreed that we needed to:</p> <ul style="list-style-type: none"> <li>• Develop a shared narrative on resilience (using the work of the co-ops and neighbourhoods cluster as a starting point).</li> <li>• Capture all cross sector resilience work in Oldham in one place</li> <li>• Discuss the collective learning from this resilience work and what could be scaled up or accelerated.</li> </ul>
	<p><b>AGREED/ACTION:</b></p> <ol style="list-style-type: none"> <li>1. That resilience was a collective endeavour of the Oldham Leadership Board and relevant across the Partnership.</li> <li>2. For the co-operatives and neighbourhoods commissioning cluster to lead this area by further developing the Partnership resilience work by: developing a shared narrative for resilience, developing the outcomes framework, map all cross sector resilience work and identify the areas for scale-up, funding and development.</li> </ol>
	<p><b>Date of next meeting</b></p>
	<p>25 June 2015, 10am until 12noon, Civic Centre, Oldham Note: This will be a Devolution themed meeting</p>