

# Minutes

## Oldham Leadership Board

**Theme: Health and Social Care Devolution – enabling delivery**

Thursday, 10 December 2015, 9am until 11am  
Crompton Suite, Civic Centre, Oldham

**Present:**

Cllr Jean Stretton	Deputy Leader, Oldham Council
Carolyn Wilkins	Chief Executive, Oldham Council
Alan Higgins	Oldham Council
Mark Reynolds	Oldham Council
Liz Windsor-Welsh	Voluntary Action Oldham
Dr Ian Wilkinson	Oldham Clinical Commissioning Group
Caroline Drysdale	Pennine Care NHS Foundation Trust
Nadine Armitage	Pennine Acute Trust
Nigel Elliott	Probation Service
Cath Green	First Choice Homes
CS Caroline Ball	Greater Manchester Police
Sam Breckwell	Oldham College
Cllr Barbara Brownridge	Oldham Council
Jill Beaumont	Oldham Council
Emma Alexander	Oldham Council
Maggie Kudelfelt	Oldham Council
Elaine McLean	Oldham Council
Cllr John McCann	Oldham Council
Karishma Chandaria	Oldham Council
Jackie Wilson	Oldham Council
Vicky Sugars	Oldham Council

**Apologies:**

Cllr Jim McMahan	Leader, Oldham Council
Denis Gizzi	Oldham Clinical Commissioning Group
Dave Benstead	Oldham Business Leaders Group
Helen Lockwood	Oldham Council
Jayne Clarke	Oldham Sixth Form College
Cllr Howard Sykes	Oldham Council
Stuart Lockwood	Oldham Community Leisure
Ian Bailey	Greater Manchester Fire and Rescue
Michael McCourt	Pennine Care NHS Foundation Trust
John Schofield	Pennine Care NHS Foundation Trust
Gillian Fairfield	Pennine Acute Trust

1	<p><b>Minutes and matters arising from meeting on 2 September 2015 and feedback on Economy and Skills</b></p>
	<p>The minutes of the meeting of 2 September 2015 were agreed as a correct record of proceedings.</p> <p>A brief update was enclosed with the papers on the progress made since the meeting on 2 September on Economy and Skills including the development of an Oldham Council work experience policy, the feedback from the Oldham Education and Skills Commission and the development of an Economy and Skills Plan.</p>
	<p><b>AGREED/ACTION</b> To receive an update on the Economy and Skills Plan at the next meeting on the 18 February, 2016.</p>
2	<p><b>Health and Social Care Devolution: The Locality Plan</b></p>
	<p>Alan Higgins, Oldham Council, and Dr Ian Wilkinson, Oldham CCG, presented an update on the Oldham Locality Plan for Health and Social Care devolution.</p> <p>They focussed on what the Oldham Partnership needed to do next to implement the transformational aspects of the Plan.</p> <p>Board members commented that:</p> <ul style="list-style-type: none"> <li>• It was the role of the Oldham Leadership Board to determine our geographical footprints for delivery.</li> <li>• Partners needed to have coterminous boundaries where possible to better enable local/neighbourhood delivery.</li> <li>• That 50,000 population was considered the effective neighbourhood delivery model for health but this often conflicted with economies of scale.</li> <li>• That a locality based contract for primary care was essential to the delivery of the Locality Plan.</li> <li>• How the resident interchanges with public services had to be at heart of any delivery model – a people not organisation centred approach.</li> <li>• Shared values and culture was required to build multi-disciplinary teams and to enable local delivery.</li> </ul>
3	<p><b>Why a place-based approach and what would make it work?</b></p>
	<p>Cath Green, First Choice Homes, updated the Board on the work being undertaken by the Co-operatives and Neighbourhoods Cluster strongly linking to the Health and Wellbeing Board, on developing place based approaches. This also included some of the thinking from Greater Manchester.</p> <p>A discussion took place on the Greater Manchester vanguards in Wigan and Tameside. These will give us some useful learning in what happens in an area as part of a multi-agency, integrated team. However, it was agreed that we had a lot of learning of our own in Oldham that we need to draw upon and that we should progress in developing our own approach.</p> <p>Board members also commented that:</p> <ul style="list-style-type: none"> <li>• We need to be flexible about what we call a 'place' in order to maximise delivery and outcomes.</li> <li>• What constitutes a place needs to be driven from the bottom up and not imposed</li> </ul>

	<p>from the top-down.</p> <ul style="list-style-type: none"> <li>We need to map everything we do in Oldham to understand how to best approach place. This includes overlaying partner delivery boundaries, assets and programmes.</li> </ul>
	<p><b>AGREED/ACTION</b></p> <p>That the Co-operatives and Neighbourhoods Commissioning Cluster (in partnership with the Health and Wellbeing Board) take the lead on the development of partnership place working and report back a set of fuller recommendations to the Oldham Leadership Board.</p>
<b>4</b>	<p><b>Developing a place-based workforce: table discussions</b></p>
	<p><b>Table 1: Greater Manchester Leadership Framework</b></p> <p>Carolyn Wilkins, Oldham Council, gave a brief introduction on the Greater Manchester Leadership Framework.</p> <p>This included the desire for all staff to lead within, across and on behalf of organisations, systems and places. This would require a new set of staff skills and behaviours which are outlined in the GM Leadership Framework.</p> <p>Board members commented that:</p> <ul style="list-style-type: none"> <li>We need to use real challenges in order to both inform and test the leadership framework and identify prototype activity for action learning.</li> <li>Professional boundaries and silo working can get in the way of innovation and we need a new approach to risk in order to develop leadership.</li> <li>We need to rethink what it means to be in the public sector and ensure good staff morale.</li> <li>Feedback from participants undertaking the development needs to be captured and feedback to inform system change. Thought needs to be given to how to do this both locally and at a Greater Manchester level.</li> <li>The Greater Manchester framework needs to be led and made into a reality for Oldham via the Oldham Leadership Board.</li> <li>The leadership framework depends on a model of active citizenship – which are based on assumptions that people want to and have time to commit. How is that change of attitude/culture changed at an individual and community level?</li> </ul> <p><b>Table 2: What workforce changes have happened so far in Oldham? And what workforce skills do we need going forward</b></p> <p>Jill Beaumont, Oldham Council and CS Caroline Ball, Greater Manchester Police, outlined the workforce changes that had happened so far in Oldham including the training of 800 partnership staff and current multi-agency working around the place.</p> <p>This was followed by a discussion on how we might establish local/place-led integrated teams as a partnership. Board members commented that:</p>

- The Board needs agreement at senior level in partnership organisations in order to develop what an integrated place team is and what the make-up of it could look like. Therefore, strong partnership leadership was essential to make this happen
- Co-location of multi-agency teams and the appointment of place managers from different organisations are key to achieving a cultural shift away from organisations towards the system and the place.
- Difficult for some smaller and non-Oldham based partner organisations to commit to place based working when also need to consider economies of scale. Therefore, need to consider other options like partial integration and agreements on when resources can be drawn down.
- Debate over whether co-location and workforce integration was enough to create the shift away from organisations to places – do we also need to consider pooled budgets and other functions?
- Useful to look at issues as places. For example, looking at early years on a street level– using an asset based approach.
- Structures need to be enabling for the workforce –important that we prototype the model at the front-line and not at the Board. Though permissions and leadership are needed at the senior level to make it happen.
- Put people together not structures or procedures – just a mandate and a way of working
- Move away from a response to a place function – will enable us to achieve more outcomes.
- Need to agree the place outcomes collectively and work towards these and not the organisational outcomes – it doesn't matter which organisation works on improving the outcomes so long as they improve.
- The ambitions of health and social care integration and integrated place working are the same and important that the two ambitions support each other.

**Table 3: The role and opportunities of the community and voluntary sector in developing a place-based system**

Liz Windsor-Welsh, Voluntary Action Oldham and Dr Ian Wilkinson, Oldham CCG outlined how the partnership could maximise the potential of the community, voluntary and faith sector in Oldham in order to develop place based working.

Board members commented on the need to:

- Identify the priority areas and campaigns for the partnership which the community and voluntary could support on.
- Understand what the community contribution is to people's lives and what constitutes a community to develop a place-based system.
- Balance community interests /social norms with the statutory duties of different organisations, especially the local authority when thinking about a place-based system.
- Understand what really influences behavior change in different communities to be able to design appropriate solutions. The community sector can help to do this.



	<ul style="list-style-type: none"> <li>• Co-locate the voluntary/community sector and public sector services in community spaces could be one way to improve access to services and link people into other support services.</li> <li>• Systemize the approach to utilising what the community can offer and explore the links that the voluntary sector has into communities.</li> <li>• Utilise the community and voluntary sector to help leveraging support services into areas where there are hot spots of need</li> <li>• Be a challenge back out to the voluntary and community sector to describe what they can offer</li> <li>• Define how the Partnership can take on the role of a facilitator or enabler for the voluntary and community sector.</li> </ul>
<b>5</b>	<b>AGREED/ACTION</b>
	<ol style="list-style-type: none"> <li>1. That the comments made above be fed directly into the Greater Manchester Leadership Framework (via Carolyn) and the place approach (via Cath Green and the Co-operatives and Neighbourhood Commissioning Cluster and Health and Wellbeing Board)</li> <li>2. That further work is done to develop workforce and place working within the Clusters and those recommendations on how to take this forward be reported back to the Board in the Spring of 2016.</li> </ol>
<b>7</b>	<b>Partnership Consultation</b>
	<p>Vicky Sugars, Oldham Council, presented the findings from the Oldham Partnership consultation.</p> <p>This included recommendations on how to improve the operation of the Oldham Leadership Board and the effectiveness of the Commissioning Clusters. It also confirmed the commitment to partnership working and agreement on what the Board needed to focus on for 2016 which included place working, devolution, enablers and investment agreements/pooled resources.</p>
	<b>AGREED/ACTION</b>
	That the recommendations from the consultation be fed into the Forward Plan for the Board and the Commissioning Clusters.
	<b>Date of next meeting</b>
	18 February 2016, 10 am until 12noon, Harry Burns Suite, First Place, First Choice Homes.