

Borough-wide commissioning  
framework

June 2005

*DRAFT REPORT*

**Findings and Commissioning  
Framework Proposal**

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## 1.0 INTRODUCTION

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Deloitte have been appointed to work with The Oldham Partnership (TOP), its partners and key stakeholders to devise a borough-wide commissioning framework that has a funding fed approach to service delivery. Our recommendations cover the following objectives set out on in our brief:-

- Show how TOP's adopted priorities are to be converted to programmes, projects or actions, as appropriate (we cover this in section 3.2);
- Identify how delivery options are to be identified, evaluated and decided upon (section 4.0);
- Identify how the funding for selected delivery options will be identified, sourced and approved, dealing as necessary with: the requirements on various agencies in relation to revenue, capital and borrowing; and the requirements of funders (central government in particular), especially in relation to bidding for grants "by the borough", and release of payment of grants approved (section 5.0);
- Set out the outline performance management framework amongst: The Oldham Partnership as commissioner; the service providers; and bodies corporate (section 4.0);
- Meet or closely anticipate the known requirements in relation to Local Area Agreements (these are incorporated throughout the report and follow from discussions with Government Office)

This report details the methodology undertaken for the assignment, it will report on the key findings from the various stakeholder engagement sessions and provide a proposed approach to "*funding fed*" service delivery commissioning for the Oldham Partnership.

The standard documentation and worked examples will be provided to TOP following approval of the proposals in this report..

## 2.0 APPROACH AND METHODOLOGY

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We were keen to ensure at the outset that the Oldham Partnership membership was aware and supportive of the objectives of the assignment. We attended two Executive Board meetings to introduce Deloitte and our approach to help the Oldham Partnership develop their borough-wide commissioning framework.

The approach that we adopted was driven by our understanding of the Oldham partnership structure, diversity and size of its membership. We maximised the opportunity for stakeholders to contribute to the process of identifying current practice, gaps and traits that a borough-wide commissioning framework for Oldham should encapsulate.

Appendix B details the process that we have gone through to ensure a robust funding fed approach to service delivery commissioning.

The first stage involved a desk based review of LSP documents to understand how the commissioning framework was intended to fit within the overall work of the LSP. We were provided with:-

- the community strategy,
- improvement and performance management information,
- NRF funding information,
- external funding documentation (European Funding); and
- Executive Group and Steering Group reports.

This provided us with background information that we could build on through the stakeholder meetings.

We undertook a comprehensive schedule of meetings aimed at ensuring that the majority of viewpoints across the partnerships, organisations and stakeholders were captured (see Appendix A for details of consultees).

We held meetings with representatives from:

- a) The Oldham Partnership Executive
- b) Thematic Partnerships
- c) Partner Organisations

The opening meetings were aimed at getting an insight and understanding of the Oldham Partnership, its structure and views on how the structures, practices and processes operate.

At this stage we were also able to obtain views on the use of neighbourhood renewal funding (NRF) as a funding mechanism for TOP, policy and guidance, processes, deployment and mainstreaming and capture lessons learnt from the NRF Panel.

At the second stage we met with thematic partnership co-ordinators/representatives to gain an insight and understanding TOP activities and current commissioning practices and processes from the perspectives of the thematic partnerships. We specifically discussed commissioning practices, strategy setting, cross thematic working and key funding streams accessed by the partnerships.

The final stage of interviews was aimed at a strategic level focussing on organisations views on our emerging proposals for the commissioning framework. At this level we concentrated on outcomes, collaborative working and funding.

Government Office North West (GONW) has also had the opportunity to provide feedback on the findings, recommendations and the draft proposals for the commissioning framework. The output from our discussion with GONW has been incorporated into the relevant sections of the report.

The key findings from the stakeholder engagement sessions have been grouped under the following headings in the report:-

- Structure and strategic issues (section 3)
- Communication and collaborative working (section 4)
- Sources of funding (section 5)

We are grateful to TOP secretariat for arranging the meetings with the stakeholders and ensuring that all stakeholders have been given the opportunity to attend the various stages of meetings.

## 3.0 STRUCTURE AND STRATEGIC ISSUES

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This section describes our key findings surrounding the way the current structure of TOP operates in practice and the relationship between the Executive and the Thematic partnerships. We set out a summary of views on the Executive's strategic leadership role in relation to current practices and for a borough-wide commissioning framework.

### 3.1 STRUCTURE

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Our understanding of the structure of the Oldham Partnership and the thematic partnerships evolved through discourse with the various thematic partnerships. In order to obtain consistency of response we followed the same broad agenda with each thematic partnership co-ordinator/representative.

#### FINDINGS

It became apparent very early on that the thematic partnerships were at different stages of their development, where some are very well established, others are still in their infancy and in the process of developing a structure for their partnerships.

We found that some structures appeared complex and in some instances followed central government initiatives i.e. White and Green Papers, and aligned with council structures and activities. These structures included features such as an Executive Board, Assessment Panels and Working Groups; this gave the impression that these partnerships were resource intensive.

We also had the opportunity to gain an insight into the shadow structures that operate and how these have developed as the Oldham Partnership has become established. The Voluntary Community and Faith (VCF) structure shadows the partnership structure, meaning that there is representation of the VCF on all the partnerships, Executive Board and Steering Group. The clear risk in this is that the representatives spend a large proportion of their time in meetings and there is a duplication of activity.

Stakeholders stated their concerns over the number of meetings that were organised for the different levels of TOP. Whilst some partnerships valued this approach, others found it to be time consuming and tended not to attend the meetings. Reasons for this varied from the frequency, duration and timings of meetings to the value that the meetings actually added to the activities being carried out by TOP members.

From these high level meetings and the feedback we received we can summarise some fundamental findings on the current structure. These include:-

- The partnership structures and the numbers of partners that are involved are becoming more established and are a product of the culture of Oldham. This is a definite strength of the LSP.
- Due to the size of the partnership, there is limited understanding amongst the partners (especially for the newer thematic partnerships) of how other partnerships operate, how to access them and how to get involved with their projects.
- Cross thematic/partner consultation and working did not appear to be the norm and as a result partnerships can and do work in isolation
- .The number of scheduled meetings was a worry to many stakeholders and concerns over sustaining the bureaucracy associated with the current structure.
- Some projects that are undertaken with the Oldham Partnerships input could be done despite the LSP structure. Concerns were raised as to whether the current structure adds value or acts as a barrier to achieving outcomes for the borough of Oldham, i.e. whether the structures are fit for purpose.

## CONCLUSIONS

The Local Area Agreement (LAA) process will be driving the Oldham Partnership to work within the 4 LAA blocks:-

- Safer and Stronger Communities
- Children and Young People
- Healthier Communities and Older People
- Economic Development and Enterprise

This process will inevitably create new dynamics within the partnership that will drive the need for structural change. Without rationalisation of the structures, we will simply be overlaying new structures without creating the capacity to deliver the LAA process

Our view at this stage is that recommending alternative structures may not be any better as an enabler for a borough-wide commissioning framework, but there must be a much more ordered use of the established networks and relationships to drive new processes for commissioning across the partnership.

The diversity within the partnership structure is very much a strength of the LSP and this needs to be maintained to allow for the structures to adapt to a funding fed approach to outcome based commissioning. However in order to add real value, the Partnership itself must find a role in promoting, supporting and carrying out the generic project management activities of the key elements of programmed initiatives.

## 3.2 STRATEGIC LEADERSHIP

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We received a consistent message that the success of a commissioning framework would be dependant on strong leadership and clear strategic objectives linked to outcomes that were needed in Oldham.

Some thematic partnerships suggested that strong leadership and strategic vision was currently a limitation of the partnership's Executive Group. It was also clear that the stakeholders required greater clarity on the priorities of the LSP, an understanding of how these top priorities had been derived and how they were to be monitored against them.

### FINDINGS

The stakeholders interviewed provided us with an insight in to the strategy setting process and the linkages between the thematic partnerships individual strategy's and the Community Strategy. The feedback highlighted some clear issues including:

- The Community Strategy being an amalgamation of the thematic partnership strategies was seen as positive and also as a weakness in some instances. This highlighted an ambiguity around the role of the Executive – is its purpose to co-ordinate the priorities of the thematic partnerships – or take a strategic lead and set priorities for them? Stakeholders were keen to see leadership from the Executive Group on strategic priorities and outcomes. There was also consensus that these priorities needed to be evidence based to provide direction for the partnerships to deliver appropriate local activities.
- There is a good understanding of Oldham's issues at thematic partnership level. Many partnerships are trying to obtain a clearer understanding of the gaps in service delivery by commissioning consultants to advise on baseline information. This is to establish the current position, the gaps in services and identify outcomes in their specific area for Oldham. The drawback, however, is that this information is:-
  - a) not being communicated through the structure to the other partners/partnerships;
  - b) not being feed back to inform the community strategy;
  - c) not linked to the vision for the Borough of Oldham - 'Oldham Beyond'
- Formal appraisal of commissioned activities or proposed activities is not routinely undertaken at a strategic level.
- Approval procedures for TOP activities undertaken at thematic partnership level and in line with availability of funding not with TOP community strategy priorities.

## CONCLUSIONS

To summarise, there are some issues in relation to the way in which the strategic priorities for Oldham are derived. The concerns are based largely around the Thematic partnerships having an understanding of what the local priorities are and how the partnerships can actually support these.

Formal approaches to approving TOP activities and appraising their performance need to be established for the commissioning process to ensure that activities undertaken by TOP partnerships/partners are in line with partnership priorities.

We believe that for the commissioning framework to operate successfully, the Executive needs to take a more active leadership role and define the strategic priorities for TOP for a specified time period. Partnerships/partners should utilise their expertise in defining projects in line with these priorities and how to deliver the required outcomes, as well as strategic projects driven by the Executive.

GONW representatives shared the view that for the commissioning framework to be rolled out and implemented clear priorities for TOP would need to be agreed. With TOP recently becoming a Local Area Agreement (LAA) Pilot area, they believed this would act as a catalyst for the Executive Board to agree priorities for the partnership.

## 4.0 COMMUNICATION AND COLLABORATIVE WORKING

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This section provides some brief feedback on the communications and collaborative working within the LSP structure and between partnerships. We understand that work is being undertaken on the communication strategy, so the comments should complement this work.

There are a number of different levels of communication and collaborative working that were addressed when interviewing consultees at all levels these include:

- a) Upward to Executive Group/Steering Group
- b) Cross Partnership with other thematics
- c) Externally with other organisations
- d) Externally to promote Oldham Partnership activities

At this stage we do not think there are clear channels in the current structure or processes for certain types of communication to happen. This can potentially affect the opportunities for collaborative working and to obtain a holistic view of the activities of the partnership.

### FINDINGS

One of the key concerns is with reference to communicating upwards to the strategic level. This mirrors our observations in Section 3 above where it was highlighted that some thematic partnerships are commissioning consultants to advise on service delivery gaps in Oldham, however outcomes of this work is not informing the community strategy.

Concerns over cross thematic working were raised by partnerships from the perspective of not knowing what projects and programmes were being undertaken by other partnerships, how these were being delivered and by whom. There was some scepticism over the delivery agents that were selected to deliver TOP activities and the transparency of this process.

It was clear in some of our conversations that there was a high risk of duplication of services being delivered through the partnership from the same and different sources of funding. The view was expressed to us that some funding panel members and OMBC staff had a greater awareness of borough-wide projects than partnership members.

Due to this limited cross thematic working an understanding of other partnerships activity, it was stated that this created a lack of trust amongst the partnerships and therefore inter-thematic competition for LSP funding.

When discussing funding issues, we heard a number of strong views about NRF funding and projects that were being undertaken. We received a general perception that NRF was 'LSP money' and all thematic partnerships automatically got a cut of the funding. When talking with thematic partnerships it was not clear that NRF had been used for cross thematic projects, and whether the NRF funding was the most appropriate source of funding for the projects being undertaken.

The partnerships did feel that competition for NRF resources could affect the projects being delivered and are therefore keen for an open and transparent commissioning process to reduce the level of mistrust.

A number of partnerships have created dialogues with other partnerships for example with the Environment and VCF thematic partnerships, and do engage with them on a regular basis when commissioning or developing ideas for projects. This is not necessarily commonplace amongst all thematic partnerships and/or partners. It was clear that where partnerships had diverse representation and high levels of engagement this was more likely to occur.

## CONCLUSIONS

In summary, Partnerships expressed concern at the extent of external communication channels. The common theme was lack of knowledge of activity, resources and funding sources that were being accessed across the Borough and by the other partners. Duplication of activity and resources was a common issue raised and the lack of a borough-wide database to encapsulate all partnership activities in Oldham

It is important that there are ways for partnerships to be directed to potential partners when considering undertaking TOP activities so that ideas can be discussed and appropriate skills utilised. Partnerships/partners are not always sure who to contact and how to do this through the TOP structure.

Clarity is required for Partnerships when selecting agents/contractors to deliver TOP projects to ensure that the processes are clear and transparent and work is awarded to the most appropriate agent. Procurement procedures that are applicable to the range of activities of TOP need to be established.

Partnerships consulted also felt that there was not enough promotion of the good work that is being done by the various partnerships in Oldham. There is no standard way of promoting success/achievements and disseminating good practice of the partnerships and TOP. Partnerships would like to see a mechanism to promote and raise awareness of TOP activities as a means to increasing involvement from the community and to keep them informed on what is being done in line with TOP priorities.

GONW agreed it is essential that work being undertaken by TOP needs to be publicised to ensure that there is transparency of activities undertaken by the partnership and to attract mainstream funds by demonstrating outcomes and achievements. This is particularly important in relation to Neighbourhood Renewal Funding.

#### **GOING FORWARD - COMMISSIONING FRAMEWORK PRINCIPLES**

When considering our approach to the borough-wide commissioning framework we started from the position that collaborative working and open communication would be integral to any proposal we put forward. There should be an assumption in favour of using the commissioning framework with regards to LAAs and in developing solutions that drive service improvements.

We have incorporated a number of the key issues including, evidence of cross thematic working, combined performance management and multi-disciplinary appraisal of projects to ensure that the processes are as open and transparent as possible and promote inclusivity.

The proposed framework is for all partnerships commissioning projects through the partnership, regardless of size, status or influence. The partnerships/partners will all have to complete all the stages of the commissioning process for partnership projects irrespective of the funding source for the project.

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## 5.0 SOURCES OF FUNDING

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Developing a 'Funding-fed' approach to commissioning is a key driver of this assignment. Within this section we are able to highlight some key findings around funding. In relation to this we will also look at infrastructure changes in relation to TOP including roles and responsibilities of support officers and member agencies to ensure that an effective framework is delivered.

To address these issues we will provide some recommendations on the infrastructure based on the findings here and earlier within the report that will support a 'funding-fed' approach to commissioning.

### FINDINGS

In undertaking the stakeholder engagement sessions, the thematic partnership coordinators and representatives were able to provide us with information on the key funding sources that currently used for TOP projects. The headline funding source stated by all partnerships was NRF. At the end of the sessions we mapped out the current funding sources highlighting those that are administered by:-

- Oldham Metropolitan Borough Council (OMBC); and
- Other organisations

These funding sources and types of funding are detailed at Appendix C. This list is not exhaustive does not contain information on actual amounts of funding. We are also aware that there may be a number of gaps. It is obvious that any mapping of current funding sources becomes out of date relatively quickly and as such we propose that Appendix C should be used as an indication of the types of funding accessed across the Partnership.

The stakeholder engagement sessions provided us with a good understanding of the support structure for TOP and we believe that collectively the various funding teams at OMBC for example, Policy and External, European Funding and NRF have a strong understanding of the collective sources of funding that are accessed for TOP projects and other potential sources of funding that TOP may utilise.

### CONCLUSIONS

The combined knowledge across the teams show evidence of funding streams that currently exist, the parameters and constraints of the funding, and other funding

opportunities that are accessed through established Council networks for mainstream activities within different organisations across the borough.

To ensure that the commissioning framework has a funding fed approach, it is essential that support officers at OMBC and within the member agencies provide support to the partnerships/partners to establish appropriate funding sources when a project or programme has been identified.

Through discussions with the current funding teams, a joined up approach to accessing funding was seen as a positive step towards developing a borough-wide commissioning framework. As this would increase resource to support funding applications, create capacity to identify new funding sources and establish forums to understand intricacies of current funding streams and mainstream funding opportunities.

GONW supported the notion of having a joined up support team for bid and funding support to access new funding streams, but also to support local area agreements. If the support team have an understanding of the funding that is allocated to local area agreement priority areas, this would aid partnerships in developing appropriate projects and ensuring that outcomes are clear.

## RECOMMENDATIONS

We are therefore proposing that the funding teams that are currently devolved by type of funding (e.g. ERDF, NRF etc) are centralised and a core Bid and Funding Team (BFT) established.

This merging of responsibilities will require a restructuring of roles and staff, but we see this being critical to ensuring that the diverse skills and expertise are aggregated to create a large resource base. The skills, knowledge and experience of current staff from these teams will:-

- be utilised appropriately to identify funding sources for all TOP projects
- be used to work across organisations to establish networks and identify other sector specific funding, mainstream funding and private sector opportunities
- advise partnerships/partners on projects proposed, potential duplication and funding availability
- provide support in writing funding bids and advice to partnerships/partners
- complete sections of the project business case and confirm funding sources
- provide performance management support and advise on key performance management requirements for various stakeholders for example accountable bodies, Government, TOP etc

It is important that the BFT also accesses expertise from the member agencies, partners and partnerships :-

- on the different funding sources that are available in specific sectors;
- on the management information requirements and reporting schedules aligned with the source of funding, and
- on best practice in completing bids or funding applications.

It is important that these staff work collaboratively to avoid duplication and maximise opportunities for accessing appropriate funding. This will need to be managed by the BFT team and where appropriate processes and/or procedures will need to be put in place by the Council to ensure that the member agencies are involved in the commissioning process.

The proposed structure for the Oldham partnership depicted diagrammatically is available at Appendix D. This shows where the BFT sits within the proposed TOP structure and the different stages at which it will interact with the partnership.

## 6.0 PROPOSED COMMISSIONING FRAMEWORK

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After the first tranche of meetings we used our understanding of the key parameters, identified weaknesses of the current structure, and the aspirations for the future to develop a draft model for a funding-fed Borough-wide commissioning process.

We road tested the proposed model with tranche 2 interviewees to establish its flexibility in dealing with variations on the ways in which projects can and should be commissioned through the framework route.

GONW have provided comments on our proposed commissioning framework and believe it will complement local area agreement working. GONW further suggested that there needs to be a wider performance management remit so that all performance in the Borough is captured to help inform priorities for the subsequent LAA rounds. We believe that our approach is genuinely scalable and can be extended to support this concept

### RECOMMENDATIONS

The proposed role for the BFT in providing funding support has also been included within the new model (see Section 5.0). The commissioning framework design is aimed at Borough-wide projects for all partners in Oldham regardless of funding source.

The principles of the commissioning framework are detailed below and should be read alongside the framework and guidance notes provided in Appendices E and F.

The **objectives** of the framework are:-

- TOP projects/programmes identified are aligned to the strategic priorities of the partnership (section 3.0)
- Partnerships/partners are consulted and involved in the project (section 4.0)
- The project is funded from the most appropriate source(s) (section 5.0)
- The selection of appropriate delivery agents to deliver the project (section 4.0)

For the objectives to be achieved the framework requires:-

- clarity of the strategic priorities for TOP

- partnerships/partners to identify projects/programmes or initiatives that:-
  - add value
  - fill gaps that mainstream services do not address
  - consider local issues;
  - are innovative; and
  - link to TOP priorities
  
- a project lead to take ownership of the project and be the key contact within the partnership and external to the partnership for the project
  
- evidence of cross consultation with partnerships to select appropriate partners for the project and provision of reasons for non-consultation with partners
  
- evidence of utilising TOP procurement procedures (i.e. preferred supplier list) when proposing delivery agents to deliver the TOP activity
  
- clarity of the performance management information required by TOP and the major stakeholders for the BFT to operate

To ensure that the above requirements can be achieved the proposed commissioning framework will provide the partnerships/partners with **new features** including:-

- An Executive Board superseding the current Executive and Steering Groups. (The current terms of reference will be amended to reflect the changes after approval of the commissioning framework is provided by TOP) (section 3.2)
  
- A Bid and Funding Team (BFT) responsible for (section 5.0):
  - aiding partnerships to identify and apply for the most appropriate funding in line with their proposed project
  
  - performance management support, ensuring key management information is provided to all relevant stakeholders
  
  - feedback to partnerships on project progress and action plans for addressing performance issues

- An independent full time multi-disciplinary group of secondees from different organisations to appraise and review project business cases in line with approval criteria (section 3.2).
  - Detailed terms of reference will need to be developed encompassing information on membership roles and responsibilities and an estimate of the level of time commitment required.
  - Having a permanent group would be an aspiration. On a practical level this may involve asking people to be assigned to be part of that group as and when required, however it will be a major time commitment.
  
- Programme management by TOP Secretariat (section 4.0) to assist partnerships to:
  - arrange meetings with partners/stakeholders
  - administration support where required (i.e. minute taking, disseminating reports etc)
  - provision of feedback to Executive Board

However, it must be clear that the framework is operating on a funding fed approach and focuses on the delivery of outcomes therefore:-

- it is not dependant on knowledge of potential funding source(s) or funder
- will not be influenced by attendance or non-attendance of partnership meetings

Further information on the detailed stages of the operation of the commissioning framework are contained in Appendix E and F. The detailed flow diagram of the commissioning framework highlights the various stages is at Appendix E and the supporting Guidance Document is at Appendix F.

We have attempted to keep the guidance document as simple as possible as the worked example (that will be provided once the draft is finalised) will complement the stages detailed within the flow diagram and the guidance document.

## 7.0 NEXT STEPS

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Based on the proposed framework we have identified a number of steps that need to be addressed before finalising the approach for the borough-wide commissioning framework, these include:-

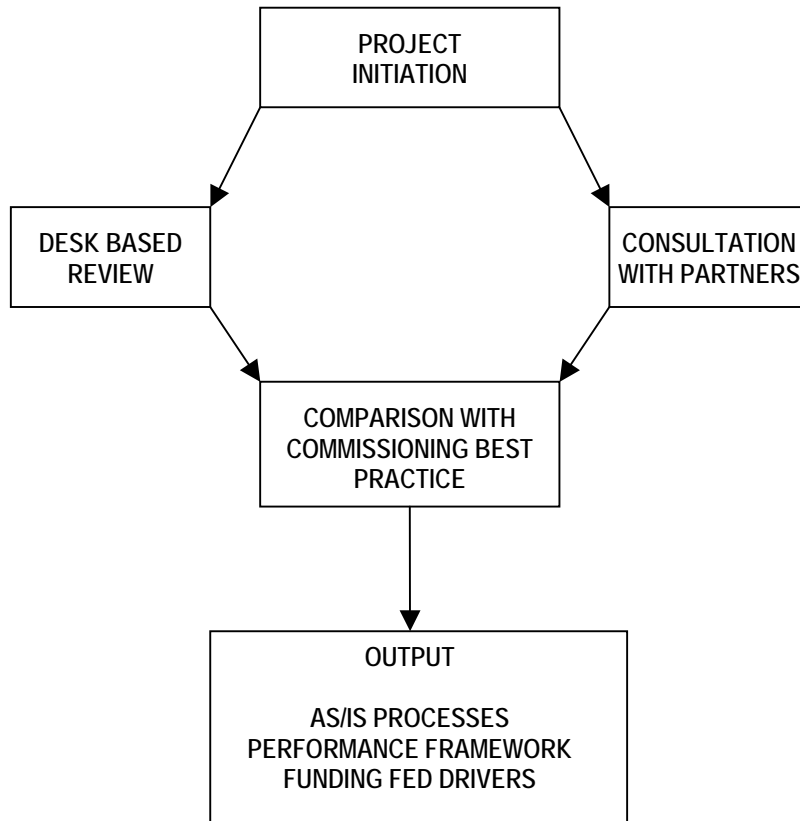
- agreement of the proposed approach and detailed feedback on the principles of the framework;
- confirming the performance management information required for TOP so that an annual performance record can be designed to be included within the management file;
- agreeing on procurement procedures applicable for the selection of delivery agents for all TOP activities (linked to OMBC corporate procurement policy)
- agreeing the commissioning cycle dates, priority settings arrangements and the operational aspects of a rolling programme of project identification
- agree on principles and routes for promoting project successes across the TOP structure and externally
- confirming roles and responsibilities of the proposed BFT and member agencies and agreeing actions on how these can be taken forward should it be agreed
- agreeing a strategy for setting up the Commissioning Group to ensure multi-disciplinary membership and a secondment approach
- scoping an implementation strategy and phased approach for the framework to be adopted

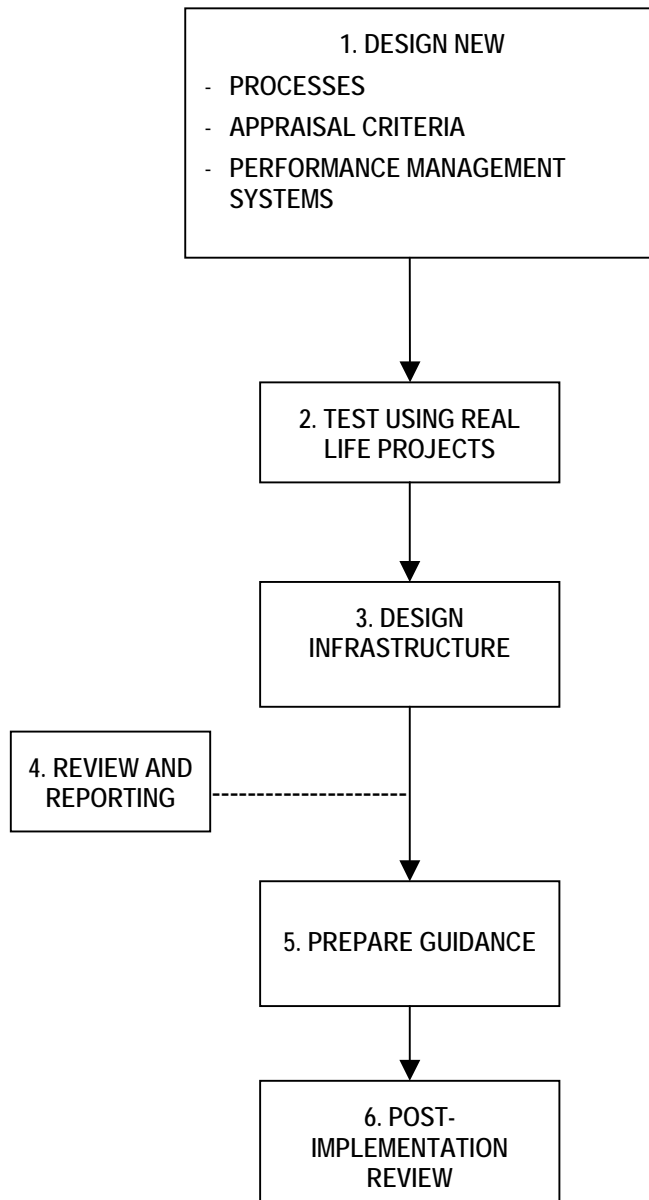
Having expressed the need to make review processes a fundamental part of the performance management system in place for the framework, it is important that similar measures are put in place for this project. Whilst we have road tested a number of project eventualities through examples provided and in stakeholder engagement, we propose to revisit the framework once up and running to test:

- the processes are operating as we envisaged;
- the structure of TOP is not unduly burdened with administering the framework
- all stakeholders perceive it to be a 'fair' system;
- key agendas – such as community cohesion are being furthered by the process.

Date	Subject	Attendees
5/4/05	Initial Meetings	Meeting with TOP Partnership Development Manager
12/4/05	Initial Meetings	NRF panel meeting
20/4/05	Thematic co-ordinator meetings	Oldham Against Crime Local Learning Partnership Housing Partnership Voluntary Community and Faith Partnership
21/4/05	Update Meetings	Oldham Partnership Executive Group Meeting
27/4/05	Thematic Partnership Meetings	Environment Partnership Cultural Partnership Chair of Oldham Partnership Community Cohesion Partnership Children and Young People Partnership
4/5/05	Thematic Partnership Meetings	Health & Social Care Partnership Economic Partnership
20/5/05	2 <sup>nd</sup> Tranche Meetings	Policy and External Funding OMBC Neighbourhood Renewal Funding Team Chief Executives Department OMBC Chamber of Commerce European Funding Team
21/05/05	2 <sup>nd</sup> Tranche Meetings	Oldham Business Management School Police Oldham MBC New Deal for Communities theme managers Drug Action Awareness Team
23/05/05	Update meetings	European Funding Team
3/6/05	2 <sup>nd</sup> Tranche Meetings	Area Managers

Date	Subject	Attendees
7/6/05	2 <sup>nd</sup> Tranche Meetings	Groundwork Oldham and Rochdale Equalities Regeneration Team Town Centre Partnership
8/6/05	2 <sup>nd</sup> Tranche Meetings	Voluntary Action Oldham Housing Strategy Social Services First Choice Homes
29/6/05	Update Meetings	Government Office North West





**CURRENT FUNDING SOURCES**

**APPENDIX C**

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See Excel File

**DRAFT STRUCTURE**

**APPENDIX D**

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See Excel File

**DRAFT COMMISSIONING FRAMEWORK**

**APPENDIX E**

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See Excel File

**DRAFT GUIDANCE NOTE**

**APPENDIX F**

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See Word File