

OLDHAM PARTNERSHIP – TERMS OF REFERENCE

CONTENTS	PAGE
1. Background	4
2. Vision	4
3. Role of the Oldham Partnership	4
4. Role of the Oldham Partnership Steering Group	5
4.1 Format of Steering Group Meetings	5
4.2 Membership of the Steering Group	6
5. Role of the Oldham Partnership Executive	7
5.1 Format of Executive Meetings	7
5.2 Membership of the Executive	7
6. Chairing and Decision Making Arrangements	8
7. Servicing Arrangements	9
8. Marketing and Communications	9
9. Monitoring Progress	9
10. Improvement Planning	10
11. Performance Management, Consultation, Research and Evaluation	10
12. Financial Accountability	10
13. Role of Steering Group and Executive Members	10
13.1 Essential Requirements for Steering Group Members	11
13.2 Essential Requirements for Executive Members	11
13.3 Training and Support	11
14. Role of the Local Area Agreement Boards	12
14.1 Reporting to the Oldham Partnership Steering Group	12
14.2 Delivering Change	12
15. Role of Oldham Partnership Advisory Groups	12
15.1 Reporting to the Oldham Partnership Steering Group	13
15.2 Delivering Change	13
16. Role of Area Networks	13
16.1 Reporting to the Oldham Partnership Steering Group	13
16.2 Delivering Change	13
17. Role of Oldham Town Centre Partnership	13

17.1	Reporting to the Oldham Partnership Steering Group	13
17.2	Delivering Change	14
18.	Role of Area Based Initiatives	14
18.1	Reporting to the Oldham Partnership Steering Group	14
18.2	Delivering Change	14
19.	Relationship with Oldham Community Network	14
20.	Oldham Partnership Delivery Framework	14
21.	Oldham Partnership Panel	15

1. Background

The Oldham Partnership was formed in February 2002 and accredited with Local Strategic Partnership (LSP) status, replacing the former Oldham Partnership Board. The Oldham Partnership brings together representatives from the public, private, voluntary, community and faith sectors. In March 2005 the Oldham Partnership produced the Community Strategy 'Planning for Sustainable Communities 2005-2020' and in March 2006 agreed its Local Area Agreement 'Increasing life opportunities for all 2006-2009'.

2. Vision

Through the Community Strategy and Local Area Agreement, the Oldham Partnership is driving change and improvement in Oldham by '**Increasing life opportunities for all**' to make '**Oldham – a place where everyone is proud to belong.**'

3. Role of the Oldham Partnership

- To clearly identify and address the strategic priorities both for Oldham and the priority issues for neighbourhoods, localities and groups of greatest need, and ensure that these priorities are effectively managed through the appropriate partnerships and organisations;
- To provide a cohesive and overarching structure of organisations which will work together to implement the Community Strategy and Local Area Agreement;
- To bring together in a clear, accountable and action-orientated structure, the leaders of the key organisations and partnerships from the public, private, voluntary and community sectors;
- To ensure that the work and resources of organisations and partnerships in Oldham is aligned with strategic priorities;
- To monitor, review and facilitate delivery of the Community Strategy and Local Area Agreement by the Partnership structure;
- To deliver on key targets (national floor targets and local targets) aimed at narrowing the gap between the most and least deprived neighbourhoods and groups within Oldham, and between Oldham and elsewhere;
- To reduce the bureaucratic burden by rationalising partnership structures and working processes to ensure maximum efficiency and impact;
- To provide a forum for creative thinking and the development of innovative problem-solving approaches;
- To clearly communicate and publicise the change taking place in Oldham and to demonstrate that this includes all our communities and individuals;
- To ensure the sustainable development of Oldham;
- To promote community development and cohesion;
- To identify and manage risk to the delivery of strategic priorities;
- To provide an accountable structure for delivery of the Community Strategy and Local Area Agreement.

4. Role of the Oldham Partnership Steering Group

- To oversee the development and delivery of the Community Strategy and Local Area Agreement by the relevant organisations and partnerships responsible for service delivery;
- To discuss, develop and agree policies which support and facilitate the effective delivery of the Community Strategy and Local Area Agreement;
- To ensure that the partnership structure is effectively performance managed and to ensure that partnership structures, work processes and resources align with strategic priorities;
- To clearly define priorities for improvement on the basis of gaps in service delivery, organisational/ partnership efficiency and areas of concern and to make recommendations to the Oldham Partnership Executive on this basis;
- To oversee the development and operation of a Commissioning Framework which directs funding to the achievement of agreed strategic outcomes;
- To actively and inclusively debate, investigate and assess performance against strategic priorities (particularly with regard to 'narrowing the gap') and make recommendations to the Oldham Partnership Executive on this basis;
- To agree the delivery mechanisms for cross-cutting priorities and to make recommendations to the Oldham Partnership Executive on this basis;
- To ensure alignment with the Community Strategy and Local Area Agreement of the strategies, policies, work programme and resource deployment of the organisations and partnerships within Oldham;
- To work with Oldham Council's Overview and Scrutiny functions on selected issues;
- To commission appropriate research to ensure that the Oldham Partnership maintains a robust evidence base to guide policy development;
- To ensure delivery against relevant national and local targets across the borough as a whole and within priority neighbourhoods, groups and themes.

4.1 Format of Steering Group meetings

- Steering Group meetings will include a formal business section on "Community Strategy and Local Area Agreement delivery". This will comprise annual reports from Local Area Agreement blocks and progress updates on work programmes;
- "Community Strategy and Local Area Agreement delivery" will constitute the bulk of the agenda for Steering Group meetings to ensure that our partnership structure is action-focused with an emphasis on outcome delivery;
- Steering Group meetings will include a formal business section on "Partnership Development". This will comprise regular updates on implementation of the Oldham Partnership Improvement Plan and the developing national and regional policy context for Local Strategic Partnerships;
- Meetings will include a section for the discussion, development and approval of initiatives and policies which contribute to the Community Strategy and Local Area Agreement;
- "Partnership Development" will be placed at the end of the agenda and will generally constitute a relatively small time component of the total meeting;
- Meetings will include a focus upon target delivery and performance;
- The Steering Group will report recommendations for action to the Executive;
- Steering Group meetings will take place on a quarterly basis; each meeting will be held approximately two weeks before an Executive meeting;

- Additional meetings may be held at the discretion of the Chair.

4.2 Membership of the Steering Group

- Steering Group members will be expected to be in a position of authority to effect change on behalf of their organisation/ sector;
- Steering Group membership will be inclusive and transparent and should include representatives from the public, private, voluntary and community sectors;
- Members of the Steering Group will be expected to possess the necessary competences set out in section 13.1;
- Steering Group members will be expected to send a named deputy to meetings which they are unable to attend;
- Deputies will typically be expected to be partnership members and not partnership co-ordinators or support officers;
- Organisations which fail to attend on a regular basis may have their membership reviewed at the discretion of the Chair;
- Organisations applying to join the Steering Group should do so through a formal report explaining the role and contribution of the said organisation: decisions on membership will be collectively made by the Chair and Vice Chairs;
- Membership will include:

Representative*	Seats
Area Network Co-optees	6
Community Cohesion Advisory Group	2
Cultural Advisory Group	1
Environmental Sustainability Advisory Group	1
Town Centre Partnership	1
Councillors	4
Voluntary and Community Sector	4
Faith Sector	3
Local Area Agreement Boards	5
Key organisations:	Unlimited
GM Police	1
GMPTE	1
GONW	1
Jobcentre Plus	1
NWDA	1
OREP	1
Observers	Unlimited

**different representatives will attend the Executive and Steering Group.*

5. Role of the Oldham Partnership Executive

- To provide an effective community leadership role by identifying and addressing the strategic priorities for Oldham within the context of the Community Strategy and Local Area Agreement;
- To ensure the effective delivery of strategic priorities and of narrowing the gap at both borough wide level and within priority neighbourhoods, groups and themes;
- To commission appropriate work (including Floor Target Action Plans) from the organisations and boards which together constitute the Oldham Partnership;
- To align policy and resource deployment with the Oldham Community Strategy and Local Area Agreement;
- To manage commissioning processes to allocate resources to strategic priorities;
- To commission programmes of work which cut across two or more blocks of the Local Area Agreement;
- Pioneer new initiatives, structures and ways of working to effect change;
- To make executive decisions on behalf of the Oldham Partnership based upon the policy objectives and recommendations developed through the Steering Group and Local Area Agreement Boards;
- To ensure that the Oldham Partnership is effectively performance managed and action focused, with an effective delivery system backed up by sufficient analytical capacity to collate and analyse data, appraise options and provide evidence-based management information to drive and monitor performance;
- The Executive take collective responsibility to ensure that actions are implemented by the partnerships and organisations which constitute the Oldham Partnership;
- To take formal accountability for delivery against strategic priorities.

5.1 Format of Executive meetings

- Executive meetings will include a review of the minutes and recommendations from the preceding Steering Group meeting;
- Executive meetings will include a formal business section on “Partnership Development”. This will comprise implementation of the LSP Improvement Plan and policy development;
- Executive meetings will take place on a quarterly basis: each meeting will be held approximately two weeks after a Steering Group meeting;
- Meetings will focus upon target delivery, risk management, structural improvement, resource deployment and recommended interventions.

5.2 Membership of the Executive

- Membership of the Executive will focus on those organisations responsible for service delivery in Oldham;
- Executive members will be expected to be capable of directing resources and implementing action through their respective organisations and partnership structures;
- Decisions made by the Executive will focus upon the recommendations for change developed through the Steering Group;
- The Executive will provide strategic leadership for the identification of the national and local priorities for Oldham;
- Executive members will be expected to send a named deputy to meetings which they are unable to attend;

- Deputies will typically be expected to be partnership members and not partnership co-ordinators or support officers;
- Executive members who fail to attend on a regular basis may have their membership reviewed at the discretion of the Chair;
- Organisations applying to join the Executive should do so through a formal report explaining the role and contribution of the said organisation: decisions on membership will be collectively made by the Chair and Vice Chairs;
- Members of the Executive will be expected to possess the necessary competences set out in section 13.2;
- Membership will include:

Representative*	Seats
Voluntary, Community and Faith Sector	2
Councillors	4
Borough Commander Fire and Rescue Service	1
Jobcentre Plus	1
Further Education / Higher Education	1
Chief Executive Primary Care Trust	1
Chief Executive Oldham Council	1
Chief Superintendent of Oldham Police	1
Private Sector	1
Community Cohesion Advisory Group	1 (Observer status)
Government Office North West	1 (Observer status)

**different representatives will attend the Executive and Steering Group.*

6. Chairing and Decision Making Arrangements

- Both Steering Group and Executive will be Chaired by a Chair and two Vice Chairs. There will be different Chairs and Vice Chairs for both the Executive and Steering Group;
- Chairs of both the Executive and Steering Group will each receive a formal briefing in advance of each Oldham Partnership meeting;
- Chairs and Vice Chairs will be elected on a biennial basis;
- Decision making will be conducted by consensus. When this cannot be achieved, a majority vote of members present will be taken (split votes will be decided by the Chair);
- A Quorum for the Steering Group will constitute ten members and five members for the Executive;
- Progress and implementation of Steering Group and Executive decisions will be monitored through a formal "Minutes and Matters Arising" agenda item at the start of each meeting;
- In instances where policy and resource decisions are required outside the timeframe of scheduled Oldham Partnership meetings, the Chairs and Vice Chairs of the Steering Group and Executive will collectively make decisions on the basis of policy (Steering Group) and resources (Executive).

7. Servicing Arrangements

- The Oldham Partnership Steering Group and Executive will meet on a quarterly basis with additional meetings held as and when required at the discretion of the respective Chair;
- Both Steering Group and Executive meetings will be held at a variety of suitable venues around the Borough;
- The work of the Oldham Partnership will be organised on the basis of the financial year (April to March);
- Observers are welcome to attend both Steering Group and Executive meetings. They will be required to sit in a separate seating area and will be asked to speak/ join the meeting at the discretion of the Chair;
- When confidential issues are discussed the Chair will direct observers to leave a meeting for the duration of specific items identified in advance as “confidential”;
- Minutes of Steering Group and Executive meetings will be circulated within two weeks of Board meetings;
- The agenda and papers for Executive meetings will be circulated at least five working days in advance of meetings;
- The agenda and papers for Steering Group meetings will be circulated at least ten working days in advance of meetings;
- Late agenda items and paperwork will be avoided and only accepted subject to approval by the Chair;
- Agenda items will be allocated a specific time period within the agenda;
- Agenda items will include clear recommendations for information, for action, for approval etc.;
- Oldham Partnership Support Team will provide the secretariat for the Steering Group and Executive, and will support the overall management of the strategic agenda.

8. Marketing and Communications

- A newsletter summary of quarterly Steering Group and Executive meetings will be produced and circulated within ten working days of Executive meetings;
- The Oldham Partnership will co-ordinate its marketing and communications activities through a Marketing and Communications Strategy;
- The Oldham Partnership website will continue to be developed as an effective communications medium.

9. Monitoring Progress

- The Oldham Partnership Terms of Reference will be regularly reviewed and updated;
- The Oldham Partnership will report on progress to the public through a formal annual report and conference;

- The Oldham Partnership will actively pursue opportunities for joint working and sharing best practice with other Local Strategic Partnerships;
- The Oldham Partnership will identify its strategic priorities on the basis of robust consultation and research and will effectively performance manage and evaluate intervention programmes and strategies.

10. Improvement Planning

- The Oldham Partnership will set out its actions to continue to improve and develop partnership working in Oldham within an annual Improvement plan;
- The Improvement Plan will incorporate feedback from the annual report specified in 9. above and will be placed on the Oldham Partnership website.

11. Performance Management, Consultation, Research and Evaluation

- The work of the Oldham Partnership will be comprehensively performance managed and based upon robust research, evidence and public consultation;
- The Oldham Partnership will produce an annual Oldham in Profile Report which will provide a composite basis for priority setting, action planning and performance management;
- Progress against strategic priorities will be regularly reported to the Oldham Partnership Steering Group and Executive;
- Appropriate research needs will be identified, co-ordinated and commissioned by the Oldham Partnership;
- Through the Steering Group and Executive, work programmes and interventions will be assessed and evaluated in the context of performance and strategic priorities.
- Oldham Partnership partners agree to share quality data to support the needs of the partnership to ensure that data sharing is/has:
 - Accessible
 - High quality & timely
 - Effectively used to inform
 - Ownership & accountability

12. Financial Accountability

- Financial accountability for public funds routed directly through the Oldham Partnership and pooled in the Local Area Agreement will be undertaken via Oldham Metropolitan Borough Council as 'accountable body'.

13. Role of Steering Group and Executive Members

- Steering Group and Executive members will be expected to take responsibility for the delivery of the Community Strategy and Local Area Agreement via the partnerships and organisations operating within Oldham.

- Both the Steering Group and Executive will operate at a strategic level and members will be expected, and supported, to have the necessary skills to make an effective contribution.

13.1 Essential Requirements for Steering Group Members

<i>Skills</i>	<i>Knowledge</i>
Ability to make a positive contribution to policy development.	Good understanding of local and national policy contexts, particularly within the policy areas which the individual represents.
Ability to guide the development of existing and new joint working structures in a way that improves service delivery.	Thorough knowledge and understanding of joint working structures, particularly within the policy areas which the individual represents.
Ability to analyse performance, resource deployment and evaluate suitable work programmes and interventions.	Clear understanding of the principles and operation of performance management, research and evaluation.
Ability to think strategically and innovatively.	Understanding of change management and improvement at the strategic scale.
Ability to support effective two-way communication through the Oldham Partnership structure.	Understanding of Oldham Partnership structure, and appropriate channels for information dissemination

13.2 Essential Requirements for Executive Members

<i>Skills</i>	<i>Knowledge</i>
Able to drive change at a strategic level.	Understanding of the range of interventions available to support change.
Ability to direct change, deploy resources and implement policy.	Thorough knowledge and understanding of joint working, particularly within the policy areas which the individual represents.
To provide leadership and strategic direction on behalf of Oldham Partnership.	Experience and expertise in joint working across organisations and sectors in a strategic context.
Ability to work jointly to achieve collective priorities.	Adequate understanding of the theory and practice of partnership working.
Ability to facilitate effective two-way communication through organisational structures.	Knowledge of communications channels within organisations for information dissemination

13.3 Training and Support

- Additional training and support for partnerships members will be co-ordinated by the Oldham Partnership Support Unit. Executive and Steering Group members are regularly invited to attend regional and national events which disseminate LSP policy;
- An Induction Pack will be provided to all partnership members. One to one support is available to all Steering Group and Executive members by the Oldham Partnership Support Unit;
- Individual briefings are available for Steering Group and Executive Chairs before a meeting takes place.

14. Role of the Local Area Agreement Boards

- Local Area Agreement Boards are responsible for the effective delivery of the targets and indicators within the five Blocks of the Local Area Agreement;
- Boards have the authority, through the Oldham Partnership Commissioning Framework, to allocate funding in their respective Local Area Agreement Block;
- Joint working will drive the delivery of the Community Strategy and Local Area Agreement priorities and will add value to the work of individual agencies by working together in partnership;
- Strategic priorities will be delivered through a structure of Local Area Agreement Boards which are responsible for aligning the work of different agencies within their respective policy areas;
- Local Area Agreement Boards will operate within the overall strategic context set by the Local Strategic Partnership, Local Area Agreement and Community Strategy;
- Local Area Agreement Boards will contribute to the overall Performance Management Framework of the Oldham Partnership;
- Local Area Agreement Boards will be responsible for determining their own structural, support and membership arrangements – the Oldham Partnership Steering Group and Executive will intervene in areas of under performance.

14.1 Reporting to the Oldham Partnership Steering Group

- Local Area Agreement Boards will report progress against the delivery of strategic priorities to the Oldham Partnership Steering Group and Executive at least once per annum;
- Boards will also contribute to the Performance Management Framework of the Oldham Partnership.

14.2 Delivering Change

- Boards will help deliver the Community Strategy and Local Area Agreement and will respond to the policy direction provided by the Oldham Partnership Executive and Steering Group in terms of actions commissioned through the partnership structure;
- Boards will work in an efficient and co-ordinated manner to address crosscutting policy issues and work streams.

15. Role of Oldham Partnership Advisory Groups

- Advisory Groups are established by the Oldham Partnership to provide additional technical and policy support to the LSP;
- Advisory Groups currently cover a number of cross cutting work areas such as community cohesion, culture, environmental sustainability and performance management.

15.1 Reporting to the Oldham Partnership Steering Group

- Advisory Groups are expected to report to the Steering Group as required.

15.2 Delivering Change

- Advisory Groups are expected to make an active contribution to the evolution and development of the Community Strategy, Local Area Agreement and other policy documents;
- Advisory Groups are also expected to make an active contribution to improving the delivery of the LAA.

16. Role of Area Networks

- Oldham has six Area Committees which provide a framework for multi-agency working at a local level.
- The Committees will enable joint working at a neighbourhood level and will facilitate a better understanding of local issues within Oldham whilst linking to the delivery of the strategic agenda agreed with the Oldham Partnership.

16.1 Reporting to the Oldham Partnership Steering Group

- Area Networks will collectively report progress against the delivery of strategic priorities to the Oldham Partnership Steering Group at least once per annum.
- Area Networks will also contribute to the Performance Management Framework of the Oldham Partnership.

16.2 Delivering Change

- Area Networks will help deliver the Community Strategy and will respond to the strategic direction provided by the Oldham Partnership Executive in terms of action commissioned through the partnership structure.

17. Role of Oldham Town Centre Partnership

- The Town Centre Partnership provides a framework for joint working on relevant issues and ensuring the continued economic growth and prosperity of the town centre.

17.1 Reporting to the Oldham Partnership Steering Group

- The Town Centre Partnership will be asked to report progress against the delivery of strategic priorities to the Oldham Partnership Steering Group at least once per annum;

- The Town Centre Partnership will also contribute to the Performance Management Framework of the Oldham Partnership.

17.2 Delivering Change

- The Town Centre Partnership will help deliver the Community Strategy and Local Area Agreement and will respond to the strategic direction provided by the Oldham Partnership Executive in terms of action commissioned through the partnership structure.

18. Role of Area Based Initiatives

- A number of major initiatives are undertaken on a geographical basis within Oldham.
- Area Based Initiatives make a direct contribution to achieving Community Strategy and Local Area Agreement targets and the goals of the Oldham Partnership;
- The Oldham Partnership provides a strategic and partnership framework in which Area Based Initiatives operate.

18.1 Reporting to the Oldham Partnership Steering Group

- Area Based Initiatives which have a major strategic impact will be asked to report progress against the delivery of strategic priorities to the Oldham Partnership Steering Group at least once per annum;
- Area Based Initiatives will also contribute to the Performance Management Framework of the Oldham Partnership.

18.2 Delivering Change

- Area Based Initiatives will help deliver the Community Strategy and Local Area Agreement and will respond to the strategic direction provided by the Oldham Partnership Executive in terms of action commissioned through the partnership structure.

19. Relationship with Oldham Community Network

- Working arrangements between the Oldham Partnership and Oldham Community Network are set out in the joint *“Working Together”* Protocol that is reviewed as necessary.

20. Oldham Partnership Delivery Framework

- Implementation of the Oldham Community Strategy and Local Area Agreement will take place through a series of “Delivery Plans” between the Oldham Partnership and the respective Local Area Agreement Boards responsible for outcome delivery;

- “Delivery Plans” will be produced in the context of Local Area Agreements and will clarify responsible agencies and briefly detail the work areas, interventions and funding allocations for each outcome.

21. Oldham Partnership Panel

- The Oldham Partnership Steering Group and Executive have established an interim Panel of partnership representatives to provide additional managerial support for the Local Area Agreement by acting as a ‘critical friend’;
- The Panel provides support for performance and risk management, financial planning and programme management, monitoring the Oldham Partnership Improvement Plan, co-ordination of enabling measures, management of interventions in areas of concern;
- The Panel undertakes exception reporting, as appropriate, to the Oldham Partnership Steering Group, Executive and Local Area Agreement Boards.