

## **CABINET PORTFOLIOS 2008/2009**

### **EXTERNAL RELATIONS**

1. To lead on the representation of the Borough's interests in any Greater Manchester Forum and any syndicated working group;
2. To oversee, along with representatives of the Council, that Joint Services across Greater Manchester region are performing satisfactorily and meeting the requirements of the people of Oldham;
3. To oversee the contributions made by this Council to any regional, city regional or sub-regional plans and strategies, ensuring the contribution being made is in the best interests of the people of Oldham;
4. To lead on ensuring that the Council's Citizen's Plan is consistent with regional, city regional or sub-regional plans and strategies as appropriate
5. To oversee, along with the Council's Chief Executive and Monitoring Officer the Council's Constitution, ethical framework and corporate governance arrangements.
6. To work with Oldham Partnership to ensure the objectives of the Community Strategy and Citizen's Plan to include LAA targets are achieved;
7. To lead on taking opportunities to improve and enhance the reputation of the Council, both within the Borough and in the wider world.
8. To promote equality of opportunity and eliminate discrimination.

## **ADULT SERVICES AND HEALTH (TO INCLUDE LAA BLOCK - HEALTHIER COMMUNITIES AND OLDER PEOPLE)**

1. To lead and monitor the vision, strategy and continual improvement and development of high quality services for Adults and Older People in the Borough, ensuring opportunities for partnership work with citizens and partners are optimised, in particular across Oldham PCT, Pennine Care and Pennine Acute.
2. To monitor resources allocated to the Directorate to ensure the provision of value for money services.
3. To monitor the delivery of outcomes of recent legislation and guidance e.g. "Putting People First" concordat and "Transforming Social Care" guidance.
4. To monitor performance within Adult Social Care through the delivery of the relevant national and local indicators.
5. To be the Champion for older people, carers, safeguarding and the Dignity Agenda for the vulnerable and disabled citizens of Oldham.
6. To ensure the Health and Well-being agenda is fully understood and supported within and outside the Council.
7. To lead in representing the Council on the Health and Well-being Board and contribute to its work programme, development and its capacity to jointly commission services across health and social care.
8. To ensure preventative services are in place to keep people healthy, safe and well in their own homes and that there is capacity within local communities to deliver those services.
9. To work with the third and private sectors to deliver capacity to deliver "transformational" social care.
10. To work in partnership with the PCT to deliver the outcomes of "Our Health, Our Care, Our Say", "Commissioning a Patient-led NHS" and the LIFT strategy.
11. To monitor the delivery of Supporting People and the Housing Adaptations Service.
12. To provide pro-active leadership to deliver L.A.A. targets.
13. To promote equality of opportunity and eliminate discrimination.

## **CHILDREN, YOUNG PEOPLE AND FAMILIES (TO INCLUDE LAA BLOCK – CHILDREN AND YOUNG PEOPLE)**

1. To carry out the statutory functions of the Children's Services Authority alongside the Director of Children's Services. To lead on the development of the Vision and Strategy for Children's Services and Lifelong Learning, ensuring alignment with the objectives of the Community Strategy;
2. To lead on the development of Children's Trust arrangements alongside the Director of Children's Services;
3. To lead on the development of integrated services for Children and Young People across the Borough and to lead and monitor continual improvement and development of the Children's Service Plan
4. To oversee the Council's work, in partnership with local and strategic partners and stakeholder groups, to ensure best outcomes and life chances for all children and young people across the borough.
5. To lead on the development of secure and robust partnerships in statute to ensure service delivery that results in improved outcomes for children and young people across the Borough;
6. To ensure that sufficient resources are made available to support the effective discharge of the Authority's statutory Children's Services functions;
7. To take political accountability for the effectiveness, availability and value for money of all Local Authority Children's Services;
8. To oversee the continual improvement of BVPI, LPSA, and LAA performance targets through the Annual Performance Assessment (APA) and Joint Area Review (JAR);
9. To lead on the responsibilities of Elected Members in relation to Corporate Parenting, in particular that the interests of looked after children are protected and the needs met;
10. To provide leadership within and beyond the Local Authority;
11. To engage and encourage local communities in order to improve Children's Services;
12. To ensure that services, both within the LA and across partner organisations, improve outcomes for all and are organised around children and young peoples needs;
13. To ensure, along with the Director of Children's Services, a particular focus on safeguarding and promoting the welfare of children across all agencies;
14. To ensure all Chief Officers are held to account by the Chief Executive and Elected Members for the contribution made by the services for which they are responsible to improving outcomes for children and young people;
15. Promote equality of opportunity and eliminate discrimination.

## **COMMUNITY SERVICES AND HOUSING (TO INCLUDE LAA BLOCK – HOUSING)**

1. To oversee the effective delivery of the Council's cultural strategy and to actively promote the development of cultural services and their benefits across Oldham, including to the community cohesion, health and regeneration agendas.
2. To ensure that the Housing Strategy delivery vehicle for Housing meet housing needs.
3. To monitor the contribution of cultural activities to health and well-being – with a particular focus on sport and physical activities, libraries, galleries and leisure.
4. To oversee the strategic function of First Choice Homes, Oldham (FCHO) to ensure high quality housing services and the best outcomes for local people.
5. To ensure OCLL contributes to the leisure offer for Oldham and is effective in improving the Health and Well-being of the local population.
6. To lead on representing the Council in Partnerships which contribute to the Housing offer in Oldham – OHIP, HMR, Alt & Sholver Board, PFI Board, Housing Options Panel and Housing Executive.
7. To lead on establishing, maintaining and monitoring effective governance relationships, performance management arrangements and value for money financial arrangements between the Council and First Choice Homes, Oldham and Oldham Community Leisure Limited (OCLL).
8. To ensure FCHO, H21 and RSL's perform to high standards against Performance Indicators in terms of their management responsibilities..
9. To take overall responsibility for securing resources, including PFI, to support the capital investment programme needs of housing. Stakeholders will be consulted on any investments.
10. To ensure the delivery of an effective tourism strategy for Oldham which contributes to the regeneration agenda.
11. Progressing the development of closer working with the Peak District National Park.
12. To monitor resources allocated to the Directorate to ensure the provision of value for money services
13. To provide pro-active leadership to deliver L.A.A. targets
14. To deliver transformational change in the housing market through the Housing Market Renewal Pathfinder and through a contribution to other strategic housing initiatives including the NDC, PFI schemes and the Alt & Sholver Partnership.
15. To promote equality of opportunity and eliminate discrimination.

## **CUSTOMER SERVICES AND UNITY PARTNERSHIP**

1. To finalise and oversee the implementation of the Customer Services Strategy 2008 - 2011;
2. To work with the Unity Partnership and other partners e.g. PCT and other local authorities to join up access to, and as appropriate, the delivery of services to local citizen's and other customers, including working in partnership with the cabinet member for People and Communities, to enable local people to be able to take part in the design and delivery of services;
3. To improve the efficiency of customer/citizen contact both in time and through reduced cost as set out in the agreement with the Unity Partnership, and amended from time to time as more services are accessed and/or delivered through the partnership;
4. To work with the Unity Partnership to ensure all the objectives of the Partnership Agreement regarding training and job creation etc are achieved in a timely way that continues to represent value for money;
5. Over and above (a) to (d) above to lead on establishing, maintaining, and monitoring of effective governance; performance management; value for money and financial management between the Council and the Unity partnership.
6. To ensure the council is working together with the Unity Partnership, in accordance with the Partnership Agreement, to help transform the remaining Council services, to improve efficiency and increase value for money.
7. To provide a direct link to the Council's Standards Committee in promoting good ethical conduct and governance.
8. To oversee the Council's Corporate, Statutory and Ombudsman's Complaint Processes.
9. Together with the Portfolio Holder for Finance and Resources to ensure effective corporate governance through the Council's Standards and Audit Committees.

## **ENVIRONMENT AND INFRASTRUCTURE (TO INCLUDE LAA BLOCK – SAFER STRONGER COMMUNITIES)**

1. To lead and monitor policies which, as an outcome, protect people and the natural and built environment through the effective and appropriate use of regulatory functions and through the wider principles and scope of sustainability.
2. To lead and monitor policies which keep the Borough clean and manage its green spaces for the benefit of local people.
3. To establish and maintain standards for local environmental quality throughout the Borough.
4. To lead and monitor policies which, as an outcome, maintain and improve the Borough's highway infrastructure.
5. To lead and monitor the delivery of the Council's Municipal Waste Management Plan.
6. To lead and monitor policies for ensuring the security and protection of the Council's assets.
7. To lead on and monitor the Council's contribution as Category One Responder in the field of Civil Contingencies and Emergency Planning and to liaise with the Portfolio Holder for Finance and Resources in relation to business continuity.
8. To promote equality of opportunity and eliminate discrimination.

## **FINANCE AND RESOURCES**

### **Finance and Resources Portfolio.**

#### **Budget**

1. In conjunction with the Leader, to provide strategic steer on the continuing development of the Council's Financial Strategy (FS), including monitoring its delivery;
2. To oversee the development of detailed revenue budgets and capital programme and deliver resource allocations prioritised in accordance with the objectives of the Council;
3. To oversee the delivery of the Efficiency/Gershon agenda, including steering the development of service improvements and release back office resources to front line services.
4. In conjunction with the Portfolio holder for Community Services and Housing to ensure that the HRA is financially robust, including ensuring value for money aspects of the management fee paid to FCHO
5. To support the Director of Finance in his/ her Section 151 and 114 responsibilities including discharging the overall management responsibilities for the revenue and capital budgets, and the FS

#### **Budget Monitoring**

1. To be the link point to the Performance and Value for Money Select Committee for the production of at least quarterly budget monitoring reports that cover, revenue, capital, schools, debt collection and overall financial health indicators.

#### **Performance Management**

1. To take the lead on development of the Council's performance management framework, including corporate and service planning processes, explicitly linking policy to budget, and in particular to oversee the development of the Council's Citizens Plan and Annual Delivery Plan
2. To take responsibility for the overall delivery of the Citizens' Plan and Annual Delivery Plan, and the meeting of national and local targets through effective performance monitoring
3. To take responsibility for the Council's contribution towards meeting the targets in the Local Area Agreement (LAA),
4. To lead on the overall planning, co-ordination and preparation for the CPA Corporate Assessment ;
5. To take the lead on the development of self assessments in relation to the Council's Use of Resources and Value for Money, and any other self assessment required under the proposed new national performance framework.

## **Audit**

1. To provide a direct link from Cabinet for the work of the Audit Committee to assure the highest standards of corporate governance
2. To provide the political lead in processes that ensure financial probity, openness and accountability.
3. To oversee the continuing development and implementation of the Internal Audit Plan.

## **Human Resources**

1. To oversee the development and production of a Workforce Strategy and resulting HR policies and deliver resource allocations prioritised in accordance with the objectives of the Council.
2. In conjunction with the Leader, to provide strategic steer on the continuing development of strategies to deal with issues associated with Pay & Reward (including Job Evaluation and Single Status).
3. To oversee the development, production and regular updating of a Council-wide Workforce Plan, identifying the council's future workforce needs and strategies to ensure that they are met. In particular, develop a strategy for the recruitment and training of more young people to enable the Council is able to "grow its own".
4. To lead on maintaining effective working relationships with Trade Unions representing the Council's workforce. To be Chair/Vice Chair of the local NJC in alternate years [Chair in 2008-9] and other committees/member groups dealing with HR issues.
5. To lead on the development and delivery of targets relating to Sickness Absence, Workforce Diversity and other National and local PIs targets and Performance Indicators.
6. Normally represent the council at the North West Employers Organisation and other regional and national meetings.
7. To champion Health and Safety and lead on the promotion of safety systems of work and operations.

## **Organisational Development and Corporate Equalities**

1. To lead on the development of strategies that support organisational change and transformation to enable staff to deliver excellent services in order to improve quality of life for the people of the Borough.
2. Design and deliver learning and development programmes for Managers and Staff that build the capacity of the Organisation.
3. To provide the focal point for the development of Members, including maintenance of external accreditation for Member development.
4. Support the Organisation in achieving level 4 of the Equality Standard for Local Government.
5. Be the primary point of contact on matters related to organisational culture and values

## **General**

1. To have overall Cabinet responsibility for the performance management and budget for the Strategy and Resources Department.
2. To champion risk management and ensure that risk is embedded into all decisions that the Council makes;
3. To provide the policy development focal point for our procurement practices and processes and ensure, in so far as that is possible, that those deliver on priorities associated with local business growth.
4. To lead the corporate property portfolio approach, for both the operational and the non-operational property portfolios.
5. To promote equality of opportunity and eliminate discrimination.

## **PEOPLE AND COMMUNITIES (TO INCLUDE LAA BLOCK – SAFER AND STRONGER COMMUNITIES)**

### **People and communities**

1. to strengthen the role of elected members in taking decisions about local issues affecting the communities they represent, and increase opportunities for residents to influence this;
2. to strengthen neighbourhood management arrangements so that organisations work together efficiently and effectively to improve conditions in neighbourhoods;
3. to lead work to build strong and cohesive communities in Oldham – including promoting good race and community relations, encouraging positive interaction between people from different backgrounds and generations; tackling inequality; and ensuring resilience to threats to cohesion.
4. to work with partner organisations to reduce crime and fear of crime in the Borough;
5. leading the Council's work to promote equality, diversity and social inclusion;
6. supporting the development of a strong voluntary, community and faith sector which can work with the Council in improving the quality of life of local people, and encouraging the active involvement of residents in this.
7. To oversee support to all Members in assembling community intelligence, gathering supporting evidence and taking informed decisions.
8. In partnership with the Cabinet Members for Environment & Infrastructure and Community Services and Housing establish and maintain standards for environmental quality throughout the Borough. ??
9. To monitor and oversee the effectiveness and continual improvement of community engagement across the Borough.
10. To promote equality of opportunity and eliminate discrimination.

## **REGENERATION (TO INCLUDE LAA BLOCK – ECONOMIC DEVELOPMENT AND ENTERPRISE)**

### **Regeneration Portfolio**

1. To lead on the Regeneration Strategy for the Borough and monitor policies, programmes and projects that support the Oldham Beyond Implementation Plan (OBIP);
2. To lead on the Council's primary role of place making, the implementation of area based initiatives such as NDC and HMR and the provision of sites for shared service facilities through external partnerships such as OPP, LEP, LIFT etc.;
3. To lead on the new duty to provide an economic assessment and promote economic prosperity and enterprise, in particular by realising the potential of Oldham Town Centre, all District Centres and strategic employment sites across the Borough;
4. To promote and support the private sector led Economic Partnership, the Economy & Enterprise Board, the Business Improvement District and to lead on the Economic Prosperity theme in the LAA and Citizens' Plan;
5. To promote the expansion of social enterprises as a key driver of the local economy and to support the development of local supply chains for small and medium sized enterprises;
6. To promote the knowledge, employment and skills agenda and support the contribution of the Sixth Form College, Oldham College and University Centre Oldham to the expansion of the local economy through talent retention and business innovation;
7. To lead on spatial planning matters including land availability for employment, housing, education and leisure facilities; monitor the application of the Unitary Development Plan and direct the development of the Local Development Framework and associated policies;
8. To promote the development of high quality public realm particularly in Town and District Centres and the enhancement of the wider environment including the improvement of corridors and gateways;
9. To promote rural development, tourism development and the visitor economy through strategic initiatives such as the Pennine Edge Forest, Pennine Prospects, Peak Park etc;
10. To lead on strategic transport, the Local Transport Plan and Metrolink and ensure investment in connectivity is linked to the Borough's place-making priorities;
11. In partnership with the Cabinet Member for City Regional Partnerships, to co-ordinate economic and place making activity which crosses the Borough boundary through bodies such as ORESA, the City Strategy Board and city region governance arrangements for the Manchester Multi Area Agreement;
12. In partnership with the Cabinet lead on marketing & communications, broadcast the good news of regeneration activities in the Borough and thereby promote further investment, activity and development.
13. To promote equality of opportunity and eliminate discrimination.

## **MEMBER WITHOUT PORTFOLIO**

1. To work constructively with Cabinet colleagues to ensure all points relevant to the issue at hand are considered as part of the decision making process.
2. To provide a link between Shadow Cabinet and Cabinet in relation to research, information and evidence upon which decisions are, and are due to be, taken.
3. To constructively challenge the priorities of Cabinet colleagues where these are perceived not to be in the best interests of the people of Oldham, as resident or customer, in particular with regards to the values and beliefs underpinning the decision making process.
4. To discharge wise counsel and ensure the interests of the people of Oldham and Oldham Council are best served through the decision making process of Cabinet.
5. To take opportunities to improve and enhance the reputation of the Council, both within the Borough and in the wider World.
6. To promote equality of opportunity and eliminate discrimination.