

## PART 3 - RESPONSIBILITY FOR FUNCTIONS

### EXECUTIVE GOVERNANCE IN OLDHAM MBC

ROLES AND PORTFOLIOS	7
LEADER OF THE COUNCIL – EXTERNAL RELATIONS	8
PORTFOLIO – ADULT SERVICES AND HEALTH	9
PORTFOLIO – CHILDREN, YOUNG PEOPLE AND FAMILIES	10
PORTFOLIO - COMMUNITY SERVICES AND HOUSING	11
PORTFOLIO – CUSTOMER SERVICES AND UNITY PARTNERSHIP	12
PORTFOLIO - ENVIRONMENT AND INTRASTRUCTURE	13
PORTFOLIO – FINANCE AND RESOURCES	14
PORTFOLIO – PEOPLE AND COMMUNITIES	16
PORTFOLIO – REGENERATION	17
MEMBER WITHOUT PORTFOLIO	18

## **PART 3 - RESPONSIBILITY FOR FUNCTIONS**

The Council's Rules of Procedure are in Part 4.

The matters reserved to the Council are in Appendix 4.

Cabinet Procedure Rules are in Part 4.

The matters referred to the Cabinet are in Appendix 4.

The terms of reference of the Regulatory, Appeals and Selection Committee are in Appendix 4.

The Scheme of Delegation is at Appendix 6.

The Cabinet is comprised of 10 Members who exercise the following Portfolios:-

- Leader – Chair of Cabinet and Portfolio for External Relations
- Adult Services and Health
- Children, Young People and Families
- Community Services and Housing
- Customer Services and Unity Partnership
- Environment and Infrastructure
- Finance and Resources
- People and Communities
- Regeneration
- Member without portfolio

The Overview and Scrutiny Bodies are as follows:

- Management Board
- Performance and Value for Money Select Committee
- Project Board
- Four Project Panels as set out in Part 2 Article 6

The Council has a Standards Committee and an Audit Committee as set out in Part 2 Article 9A

The Council has the following Regulatory/Appeals Committees:

- Planning
- Licensing
- Appeals Committee
- Selection Committee
- Commons Registration Committee

Substitutes are permitted in respect of the Regulatory/Appeals and Overview and Scrutiny Commissions in accordance with the Substitute Scheme in Part 5.

## **JOINT ARRANGEMENTS**

Oldham MBC is a party to the following Joint Arrangements:-

Greater Manchester Police Authority

Greater Manchester Fire and Civil Defence Authority

Greater Manchester Passenger Transport Authority

Greater Manchester Waste Disposal Authority

AGMA Health Scrutiny Panel

Joint Committee for the Pennine Acute Hospitals NHS Trust

Joint Committee for the Pennine Care NHS Trust

# **EXECUTIVE GOVERNANCE IN OLDHAM MBC**

## **DESCRIPTION OF ROLES AND ALLOCATION OF RESPONSIBILITIES TO THE MEMBERS OF THE CABINET, COLLECTIVELY AND INDIVIDUALLY AND, TO THE OVERVIEW AND SCRUTINY CHAIRS AND VICE CHAIRS**

### **INTRODUCTION**

The Local Government Act 2000 requires Councils to change their internal management and governance structures. It requires them to adopt one of three forms of “Executive”, and to put in place arrangements to examine the policies and decision taking of the Cabinet by the operation of one or more “Overview and Scrutiny Commissions”.

In Oldham the Council has adopted the form of Executive known as “Leader with Cabinet” and has decided it should be known as the Cabinet. Its Overview and Scrutiny function will be discharged through five such commissions.

Oldham’s arrangements involve the appointment by the whole Council, of an Executive made up of a Leader, and nine other Executive members. This Executive is the body of councillors who take responsibility for the bulk of decisions about the running of the Council. They will undertake this executive role under a published scheme of delegation which shares responsibility for decision making between: the Council as a whole; them as the Cabinet; and the Council’s Chief Officers.

In this document the main roles of the eight councillors who have specific subject areas of responsibility are described. It also sets out what is expected of each member of the Cabinet regardless of any subject specific responsibility allocated to them.

A separate description of the role of the Leader is also included.

The information is presented to give clarity not just to those who will perform the roles, or others inside the Council, but to explain to citizens what they can expect.

In setting out these roles and responsibilities it is accepted that there will be occasions, often when “Key Decisions” are to be taken, when the Cabinet as a whole will make the decision and thus be accountable for it as a whole.

Equally, the Scheme of Delegation does permit individual members to make decisions on their own account. On these occasions, a far greater degree of personal accountability will be appropriate.

This description of roles therefore gives the framework within which the Cabinet, and each executive member will function. But, personal style and individual emphasis of approach are very much expected to be part of these new arrangements.

The whole body of responsibilities described in this document, and the Scheme of Delegation which supports it, must be viewed against the Council's Budget and Policy Framework.

In Oldham the whole Council not only appoints the Cabinet (that is the Leader and the nine other members of the Cabinet), but also:-

- adopts the Budget and Policy Framework, and,
- holds the Cabinet to account for its performance in delivering the Budget and the body of Policies, Plans and Strategies it has adopted

Another crucial check and balance on the work of the Cabinet from inside the Council is operation of the Overview and Scrutiny Commissions. So, descriptions of the roles of their Chairs and Vice Chairs have been devised and are also provided.

### **General requirements on Members of the Cabinet**

In addition to the requirements to carry out executive functions, and to take decisions under the Scheme of Delegation, for each specific personal responsibility, members of the Cabinet will be required:-

- (a) to work, as appropriate, with the other Executive members, and with Chief Officers and their staffs to compile and, after approval, to carry out the approved Budget and Policy Framework. The collective responsibility to implement the approved Budget and Policy Framework includes the obligations: to set a balanced budget; to monitor financial performance during the year; and, when necessary, to ensure that remedial action is identified, then carried out;
- (b) to represent the Council, or arrange for it to be represented, in all National, Regional and Local forums relevant to their responsibilities;
- (c) to work, as appropriate, through formal and informal partnership with voluntary, private sector and other public sector interests to enhance the economic, social and environmental well being of the local community;
- (d) to contribute to the preparation, carrying out and monitoring of performance of the Community Strategy (that is, "The Oldham Framework"), Corporate Plan, Best Value Performance Plan, Implementing Electronic Government Statement, and the local response to Agenda 21 (and other Strategies and Plans of equivalent status);
- (e) to liaise and work with other members of the Cabinet as and when required, balancing the need for advocacy and action in relation to any specific personal responsibility with cross cutting and corporate perspectives and obligations;
- (f) to commission relevant research, especially into better ways of service delivery for any specific personal responsibility. When doing this members of the Cabinet will be expected to place citizens' needs for services and information above the

- preferences of the providers of those services yet to recognise the practical, legal and financial constraints which apply;
- (g) to liaise with and respond to the Chairs or Vice Chairs of the Overview and Scrutiny Commissions as and when required, balancing the need for advocacy and action in relation to any specific personal responsibility with cross cutting and corporate perspectives and obligations;
  - (h) to be responsible for ensuring that reports of the Audit Commission, External Auditor and other Inspectorates are properly considered and responded to;
  - (i) to ensure that all actions and activities of the Council, especially those in relation to any specific personal responsibility are carried out in a socially inclusive way, in full acknowledgement and discharge of the legislation on gender, race, disability and the environment;
  - (j) to contribute to the determination, adoption, application and review of operation of the Corporate and Service Strategies, Policies and Standards;
  - (k) to monitor the effectiveness of current service delivery, especially the satisfaction of recipients of it; and
  - (l) to support the localism agenda

# **ROLES AND PORTFOLIOS**

## **LEADER OF THE COUNCIL**

The role of the Leader is vital to the success of the Council in meeting its aims and objectives especially the delivery each year of the Budget and Policy Framework adopted by Council.

In this role the Leader will be the principal “public face” of the Council. The Leader will have overall responsibility for the style, priorities and strategic policy and management initiatives of the Council and the processes that are necessary to secure their successful implementation.

The Leader will be charged with responsibility to determine the actions necessary to promote or improve the economic, social and environmental well being of the area under the Local Government Act 2000 and in that role to ensure that the action taken will be directed towards sustainable development.

### **ROLE**

The Leader will be the principal spokesperson of the Council and will have overall responsibility for: representing its views to the people and businesses of Oldham; retaining an appropriate citizen focus to the Council’s service delivery and other work; developing the approach to partnership working, both contractual and non-contractual; and for forging and developing effective external relationships generally.

The Leader will act as main link point between the Cabinet as the Council’s Executive arm and the Council. In that role the Leader will lead the Cabinet and Chief Officers in the preparation of the Budget and Policy Framework, and will promulgate the Framework and propose it to Council for approval.

The Leader will chair the Cabinet and will therefore need to have an excellent understanding of the range of functions, priorities, resource pressures and opportunities facing the Council.

The Leader will therefore need to work closely with, and monitor the performance of, Executive Members with specific personal responsibilities, and to monitor the performance of the Cabinet as a whole.

The role will involve establishing and maintaining cordial, effective and practical working relationships with the Leaders of the Opposition Groups, the individual Executive Members, and the Chairs and Vice Chairs of the Overview and Scrutiny Commissions. The Leader will need to be accessible to all non-executive members of the Council and should establish appropriate arrangements to do so.

The Leader will be expected to participate in appropriate local, sub-regional, regional and national forums, international forums, agencies and initiatives affecting the work of the Council.

The Leader must also be able to understand, and to respond appropriately to, the views and aspirations of the citizens of the Borough as tax payers and as service users so as to ensure the Council's plans and strategies are aligned to address those interests and to prioritise amongst them when interests compete.

More specifically the role includes:

- (a) leading the Community Planning and Consultation processes by working in partnership with voluntary, private and other public sector interests to enhance the economic, social and environmental well being of the local community;
- (b) being principal spokesperson for the Council;
- (c) ensuring that communications between the Council and the outside world are adequate and timely;
- (d) providing political leadership and direction to the style, priorities, strategic policy and strategic management initiatives of the Council;
- (e) taking overall political responsibility for the revenue and capital budget strategies and priorities which underpin the Budget and Policy Framework;
- (f) taking overall political responsibility for probity and financial monitoring;
- (g) representing the view of the Council on matters of corporate or strategic policy, as its Leader, to government, and to other involved bodies and organisations relevant to the Council's work;
- (h) providing political leadership to individual Executive Members and to the Cabinet as a whole, and monitoring their performances ; and
- (i) acting as the final political arbiter within the Cabinet when conflicts of priority arise.
- (j) taking the lead on the Localism agenda.

## **PORTFOLIOS**

### **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 fist 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. *Point of clarification needed – strategic agenda for tourism doesn't sit within A&CS.*
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**

### **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.

## OVERVIEW AND SCRUTINY BODIES CHAIR

**Each Overview and Scrutiny Chair's role will be to ensure that the Overview and Scrutiny process is conducted responsibly, and with equity of treatment for the many parties and interests actually, or potentially, involved in the process.**

In summary, Overview and Scrutiny Bodies will review:-

- Policy in development, both as part of their own, self determined work programmes, and in response to invitations to consult which they receive
- Policy in operation, especially in relation to performance outcomes, and,
- Specific Decisions

The skills of an Overview and Scrutiny Chair, and the success they achieve, will centre around the ability to combine the compilation and carrying out of practical yet probing work plans for policy work with the judicious scrutiny of specific decisions.

In approaching this role, the key points of reference will be found in the Constitution, and in documents referred to there.

Within the Constitution, there is reference to the Budget and Policy Framework, which the Cabinet carries out on behalf of the Council. The Constitution also records the body of major Strategies, Policies and Plans which support that Framework. Together these combine to form the first fundamental reference point from which the Overview and Scrutiny of the work of the Council, and especially its Executive, will be embarked upon.

The Constitution also provides guidance on, and clarity about the protocols, processes and timetables to be followed when discharging the Overview and Scrutiny role.

In that context it will be essential for each Overview and Scrutiny Bodies' Chair to have a clear understanding of "the rules", and to apply them responsibly and equitably. Beyond this simple familiarity with their content and practical application however, each Chair will need to ensure that the bodies function well, and proactively.

So, the "rules" should be viewed from two perspectives.

Clearly, they represent, and are intended to represent, the basic control framework through which specific decisions, or the impact of a body of decisions, can be scrutinised, and the makers of those decisions called to account for them.

But it is essential for Overview and Scrutiny Chairs, and their Bodies, to balance scrutiny of specific decisions made or to be made with the policy development role required of

them, so that their role to shape and influence policies, as Oldham Council's rules allow and intend, is capable of being discharged.

The Chairs of Overview and Scrutiny will need to ensure that in the planning of the timetable of meetings for their Bodies, and especially in the programming of work for them, proper attention, and sufficient time and priority, are given to both the Scrutiny of decisions and the Policy development aspects of their work.

In approaching the timetabling and programming of the Overview and Scrutiny Bodies' work, Chairs might find it useful to follow these guidelines:-

- To ensure that decisions accord with the Council's Budget and Policy Framework
- To ensure that "Key Decisions" are properly scheduled in and dealt with in accordance with the Forward Plan
- Work programmes are appropriately mixed, and thus not dominated by individual matters, topics, issues, geographical areas, decision takers or service delivery units
- Business scheduled for review does not conflict for interest with individual Best Value Service Reviews past, present or scheduled for conduct in future
- To ensure that the reviews are conducted mindful of the process:  
**"Understand, Plan, Gather Evidence, Scrutinise, Report, Add Future Value"**
- That reviews will be completed in a timely and appropriate manner, though relevant work can be carried out inclusively, outside of the actual bodies' meetings, so long as it is brought forward, for the record, at the formal public meetings of the Bodies.
- That reviews will address business relevant to the functions of the Council, and other bodies it is authorised to review
- That sufficient attention is given to the rights, wishes and time requirements of Councillors and others who will want to give evidence, to offer their opinions, or to appear at Bodies to do so.

An aspect of the new constitutional arrangements which has concerned some members is that the removal of a body of timetabled service committees will deprive them of close and continuing interest in, and involvement with, the delivery of specific services to the public.

So, the next important aspect of their role for Chairs of Overview and Scrutiny Bodies will be to approach their work "inclusively".

They will need to initiate, and to develop, dialogues with: the members of the Cabinet; their own Committee members; Ward Councillors; and Chief and other senior officers. Consultation with individual citizens, and other interested parties in the Borough about either policy or specific decisions is another essential feature.

Overview and Scrutiny Chairs will usually need to maintain dialogues with more than one member of the Cabinet, there is no intention for each Chair to shadow a particular member of the Cabinet.